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The Journal devoted to increasing production through Better Management of People at Work

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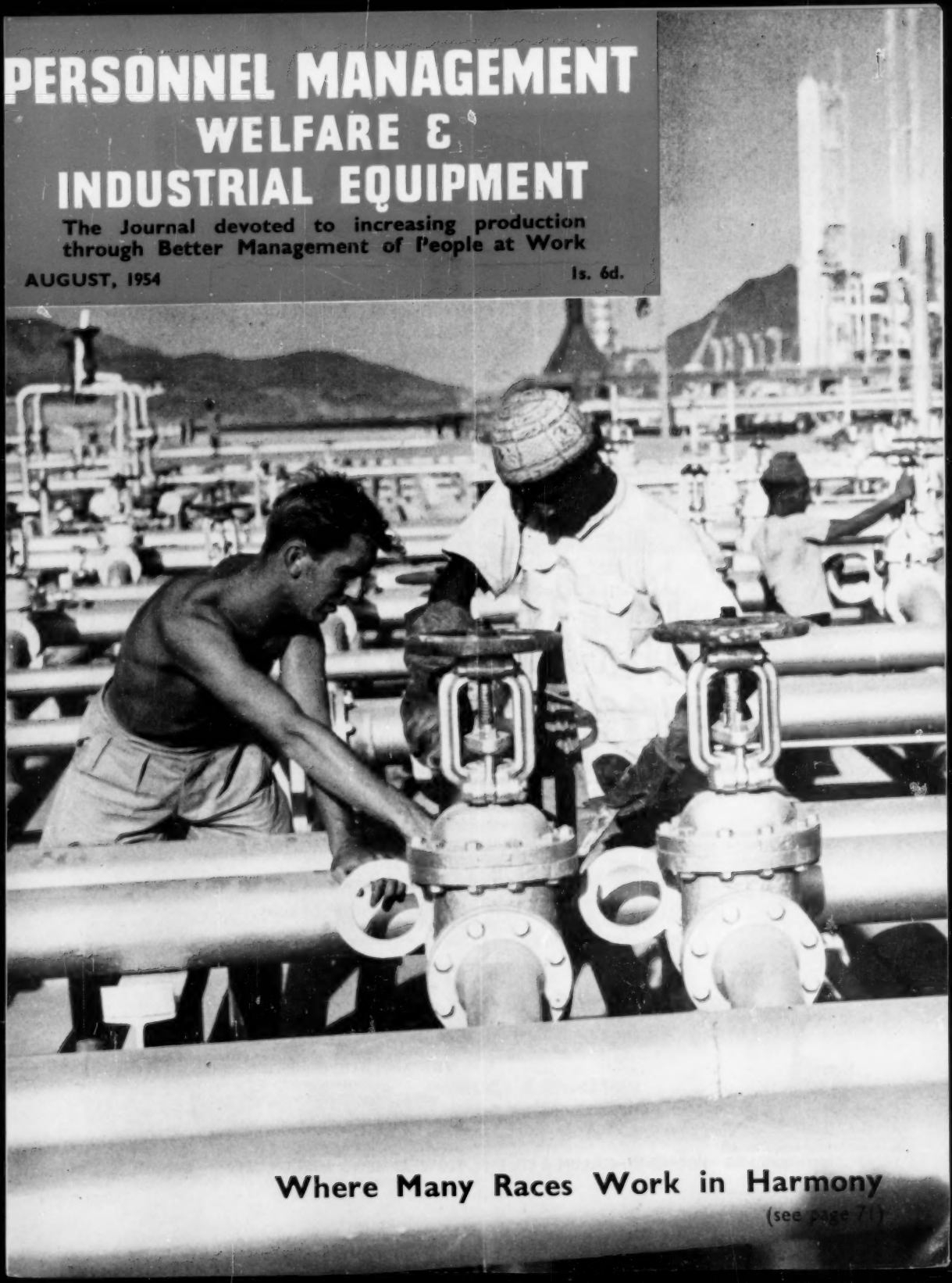
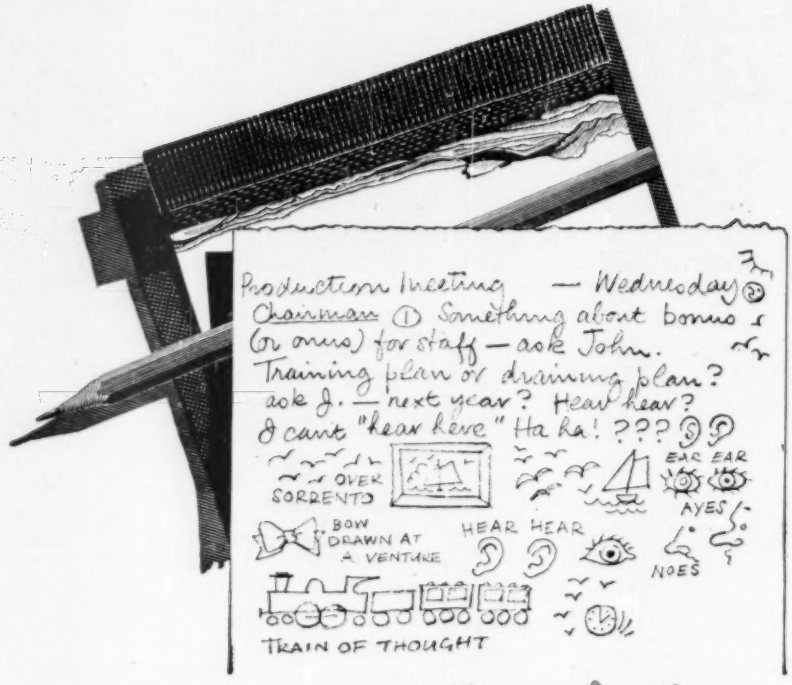


Where Many Races Work in Harmony

(see page 71)



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Only three people really know what's being said: the speaker and his two neighbours. The further you are down the table the more indistinct and incoherent each word becomes. Time, tempers, good brains are being wasted— just because useless noise is muffling up sensible sounds. All that's wanted is Cullum. Cullum recapture 'lost' sounds, and lose those that you don't want to hear. Talk to Cullum right away.

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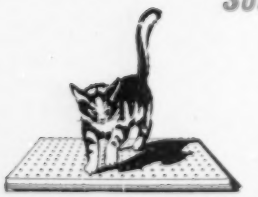

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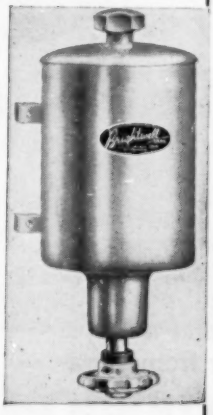

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CONTENTS FOR AUGUST 1954

MANAGEMENT OF PERSONNEL

How To Blend A Mixed Labour Force ... ... PATRICK O'CONNOR 71

Management Through The Supervisor's Eyes
Can Industry Be Really Democratic ? ... ... DISCUSSION LEADER 83

Is Personnel Management A Career For Life ? ... MARGARET BROWN 84

INDUSTRIAL EQUIPMENT AND MANAGEMENT

Equipment That Raises Output 91
Safety ★ Canteen ★ Efficiency Aids ★ Welfare

WELFARE, TRAINING AND HEALTH

Rolls-Royce Welfare Is Also A Quality Product W. F. HALL, M.B.E. (Secretary, Rolls-Royce Welfare Trust) 74

This New Health Centre Aims At Preventing Illness 80

Improving The Vision Of The Older Worker S. M. WELLS, F.S.M., D.Orth. 81

SAFETY AND ACCIDENT PREVENTION AND CIVIL DEFENCE

How To Handle Molten Metals With Safety ... ... W. M. HALLIDAY 76

CANTEENS AND CATERING

How To Reduce Waste In The Canteen Kitchen L. BANHAM, A.M.H.C.I., A.R.San.I. 87

NEWS AND READERS' SERVICE

Management At Work 78
People At Work 86
Canteen Advice Bureau 88
Management Bookshelf 96
Official Publications Summary 94
August Management Diary 96

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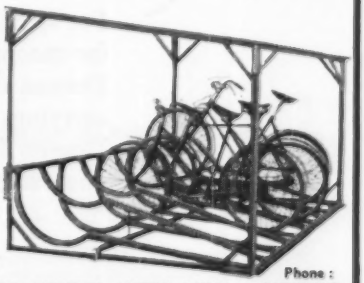

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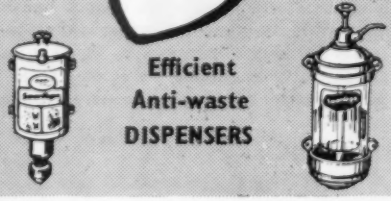

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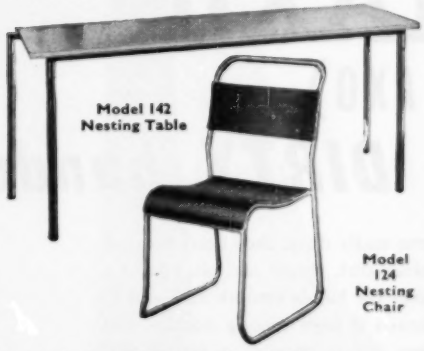

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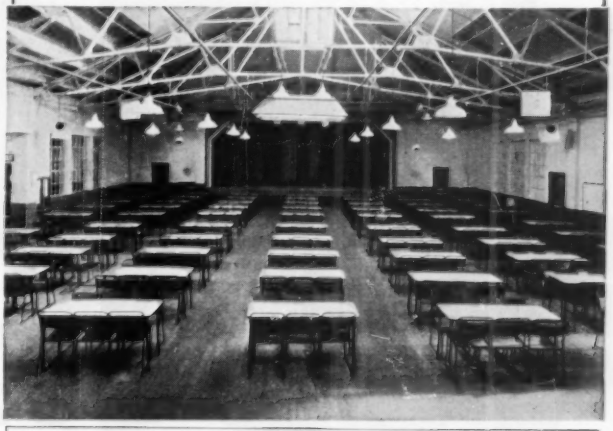

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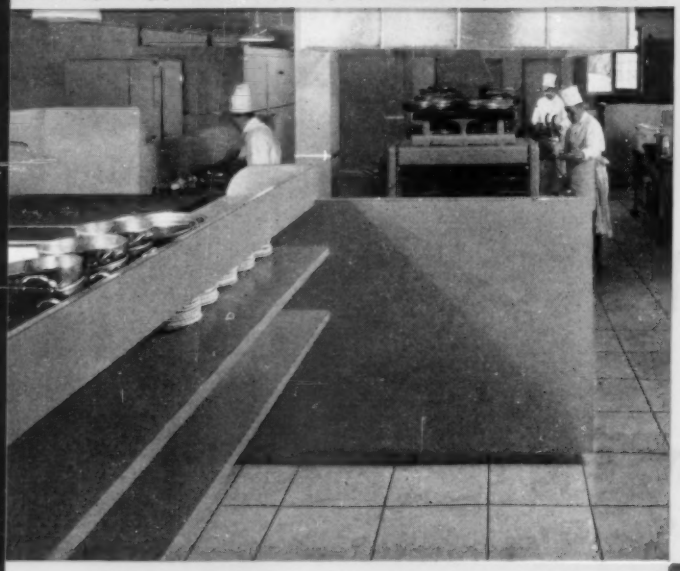

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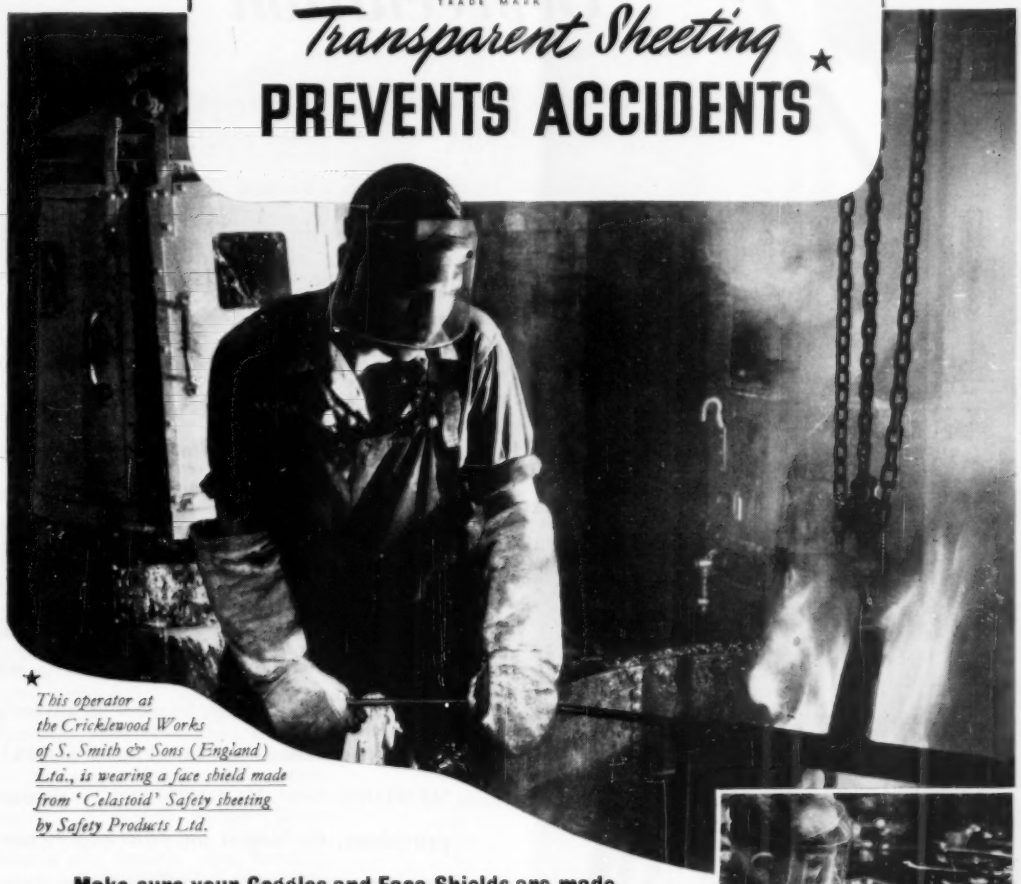

★ *This operator at the Cricklewood Works of S. Smith & Sons (England) Ltd., is wearing a face shield made from 'Celastoid' Safety sheeting by Safety Products Ltd.*

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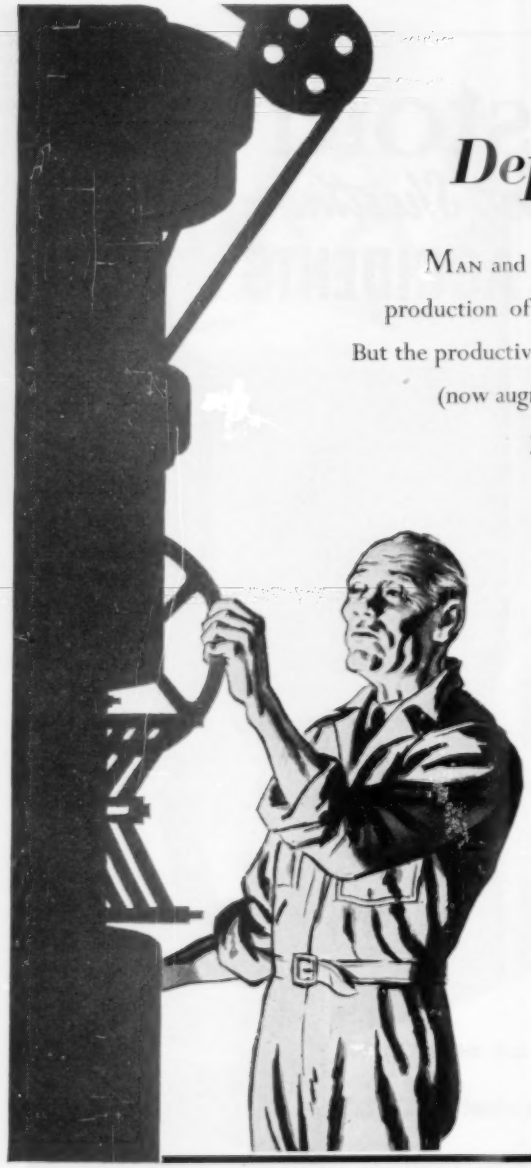

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How to Blend a Mixed Labour Force

By PATRICK O'CONNOR

Countless problems confront the European firm engaged in the construction of an overseas oilfield. Foremost is that of administering a mixed labour force composed both of personnel from the home and other European countries and locally recruited native labour. Here is the story of how two construction companies—one British and the other American—which are currently engaged on the construction of the great new oil refinery in the Gulf of Aden, have succeeded in blending workers of many different nationalities into one efficient and harmonious working team.

THE construction of the new oil refinery in the Gulf of Aden, one of the largest ever built overseas all at one time, involves personnel management, messing and welfare arrangements of a most exacting, multifarious, and novel character.

Two construction companies working together (one British, one American) have contracted to complete this job before the end of 1954. And the personnel required have been recruited—as well as from the home countries—from Italy, Holland, South Africa, India, Lebanon, Somaliland, Ethiopia and locally. The handling of such an assortment of races calls for the highest tact coupled with a keen sense of discipline. Considering the problems involved here; the many different races working side by side, the extremely hot and humid climate, the fact that every piece of equipment and material has to be transported by sea, the difficulties of housing and feeding such diverse peoples taking into consideration their particular national dishes and taboos, it is a credit to all concerned that the job was at least three months ahead of schedule at the time of my departure earlier this year.

Personnel are recruited mainly on the basis of an eighteen-month agreement and must be of a high standard of general health in order to withstand the severe heat and high periodical humidity. Salaries are high and the standard of living very good, with air-conditioned accommodation and excellent feeding. Transport to Aden is by air.

Under the terms of the agreement, no definite length of working day is laid down; personnel are "on the job" continuously while they are on the camp. This is not to say that outrageous hours are being worked. The length of the working day is in fact dictated by climate and health but here "overtime" is an obsolete term. As one might expect with an American company involved, the overall spirit is that of "hustle"—"get the job done and get out of it"—for the going in this country and climate can be rugged, especially during the monsoon season of July-August. The incentive of high salaries, with liberal periodical increases and up-grading is expected to encourage the men to get down to it—and they do.

A high degree of discipline is expected. Many races are working together here and there must be no

4 Hints for Overseas Labour Management

1 *Insist on a high standard of general health.*

2 *Enforce a high degree of discipline—with many races working together laxity of supervision cannot be tolerated.*

3 *Provide close liaison between site welfare and representative welfare in the home countries to alleviate domestic problems of employees separated from their families.*

4 *Foster good relations between the different groups of nationals employed.*

laxity of supervision. And each must pull his weight so that the job can be completed and *all* go home. Slackness, fighting, bad temper in dealing with the nationals, gross insubordination, cannot be and isn't tolerated. A man can find himself back in his own country within a few days of a serious breach of his agreement.

A welfare officer is on hand to deal with individual problems. These are usually of a "home" character, relating to domestic and family responsibilities. As in the services, separation from wife and/or family is still the hardest bugbear and this applies to all races on the project. For instance, if an employee's family at home is experiencing an upheaval of a financial or marital character, the first and natural impulse is for him to want to fly home without further consideration. However, his anxiety can be allayed at once when he learns that, with his permission, a representative welfare officer at home will, within a few hours of receipt of a cable, call on his family to help in any way. A close and continuous liaison is kept between welfare on the site and representative welfare in the home countries to try to alleviate the problem of employees cut off from family during times of trouble. In the case of bereavement, help can extend to obtaining "compassionate leave" and being flown home and back. The welfare officer on this job can be visited by an employee at any time to talk things over, not necessarily to air a grouse, but also when things are going well—these talks are of course treated in confidence. In the case of an employee who is dissatisfied with his job, he is given whenever possible a switch with a new slant *within his own sphere*. Such an occasion is rare as the recruitment is on a contract basis involving men who specialise and a complete change of job does not enter the picture.

Medical Facilities

A fully-equipped air-conditioned modern hospital has been erected and will later be incorporated in the completed refinery. Employees are urged to take full advantage of the medical services and their medical record is dealt with exclusively by the medical department. In simple terms, this means that an employee need not have the old-fashioned fear that too many visits to the hospital will mar his working record. On the contrary, it is made clear on arrival that the hospital should be visited as often as required, to maintain a first-class state of health and that no check is kept on the visits from the management side.

First-aid posts are stationed at various points on the site to deal with minor injuries and any serious enough to require further attention will be immediately sent to the hospital by ambulance. The high standard of hygiene which is strictly maintained has been instrumental in ensuring a good level of general health and keeping down the danger of disease. There has not been—and it is seen to it that there is not likely to be—any outbreak.

One of the outstanding features of this project, which has been commented on by visitors and personnel alike, is the high standard of morale prevailing. The picture is that of a united nations community living in amity. This admirable state of affairs has been helped by making it possible for the various nationalities to integrate while separately transplanting many of their national ways of life to the new community. For example, commencing in mid-May, the Moslems observe the feast of Ramadhan (the month, according to their beliefs in which the Koran was sent down to guide mankind). This was made the occasion by the non-Moslems, of demonstrating respect for the religion of their fellow workers. On August 20th, the Islamic feast of Id al Adha (a day of happiness in the lunar month following the pilgrimage to the holy Kaaba at Mecca) was declared a full holiday—for all hands. And on August 15th a general celebration was held for the sixth Anniversary of the Independence of India. And, of course, the Christian religions are fully served.

The different mess-halls serve meals as near as possible to the national real thing, and there are the "B.E.A." (British, European and American);

An American in charge of the steam powered laundry in the refinery camp instructs a native worker.

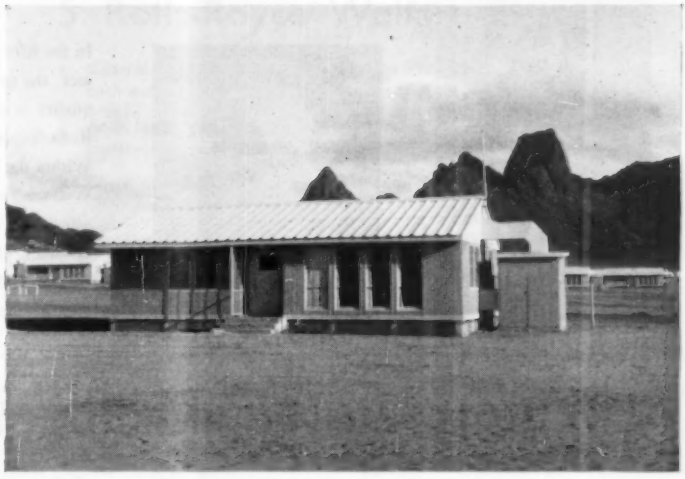
"Italian"; "Indian" and the "Levantine and Nationals" Bars, each with their own "atmosphere" and guests of other nationalities welcome. (Beer is a high priority import on any construction job—perhaps the best morale-booster of all.)

International Catering

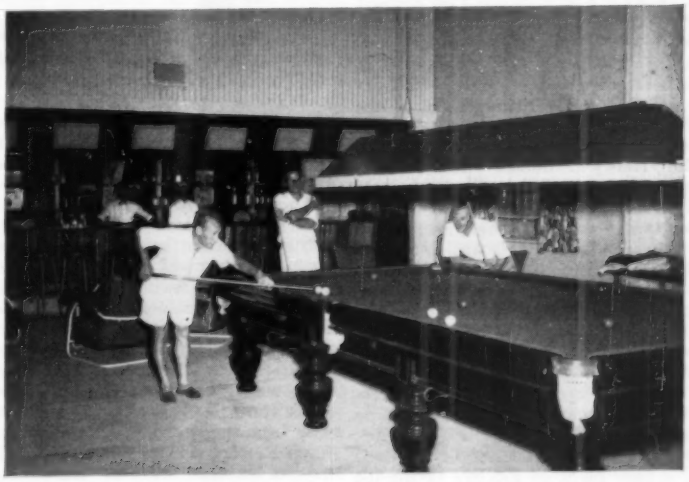
The work force (about 12,000 at peak) is equivalent to the population of a small city, but without the usual small city's accessibility and many thousands of miles from the American, British, Italian and Indian homelands. So feeding presents a major problem. It involves the purchasing of food in hundreds of pounds from widely separated sources, including vegetables from the local markets and from Australia, Egypt, Cyprus, Kenya, South Africa, Ethiopia and Yemen. Fresh meat is bought from British Somaliland: frozen cuts and poultry from Australia, Denmark and Kenya and prepared meats of various types from Australia and Ethiopia as well as salami and bologna from Italy. Buying is therefore on a totally international scale including, as well as the victuals already mentioned, several hundreds of diet items imported from Malaya, Greece, Singapore, Iraq, Portugal, Pakistan, India, East Africa, Burma, Madasgascar and Asmara.

In overall labour relations, the main theme is to give the man on the job the maximum of responsibility and the sense that his job, whatever it is, from the project manager to the sweeper-up, is vitally important to the meeting of the time schedule. This responsibility is delegated from the main authority (American and British) to the Italians, Indians, Levantines and nationals. For example, the Camps and Mess Supervisor will ask the National Supervisor for permission to enter his Mess Hall ("It's *your* Mess-Hall") and any complaints and problems arising have to be dealt with as far as possible by the nationals. This method has been completely successful in inculcating the sense of being personally involved in a worthwhile venture of international importance. The "hired man," "the do as little as possible for the day's pay" attitude, is unknown here, and "the job" is everything.

The "Nationals" (mainly Somali and Arabic) respond magnificently to this kind of aproach. Treated properly, they are found to be loyal, respectful and enthusiastic carrying with them a naturally happy disposition and sense of humour. Not given to introspection, they present always the smiling teeth of enthusiasm. Their antics and songs on occasions, provide a welcome relief on an arduous and rugged job, and their contribution to the success of the project cannot be over-estimated.



A front view of prefabricated married quarters.

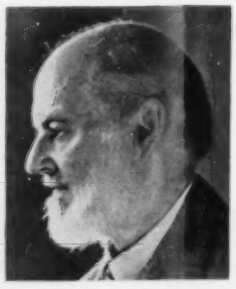


Enjoying a game of snooker in the Aden Refinery mess.

They are given every assistance to progress to higher grades, and training schemes are in operation in most spheres. Broadly speaking, no Westerner is doing a job that can be done by a national and anyone who shows the right ability and "know-how" will be up-graded.

In a report of this length, not every one of the innumerable aspects and problems of personnel management on a construction camp such as the one described can be dealt with. I hope that I have written enough, however, to show that, given the right atmosphere, proper consideration *and a common purpose*, there is no reason why the nations of the world cannot work together in harmony and with profit.

The Hon. C. S. Rolls.



Sir Henry Royce.

In the fifty years since C. S. Rolls and Henry Royce first met, the firm's name has become synonymous with quality in every part of the world. As might be expected, Rolls-Royce's welfare services are also of a high order. Within the framework of the laws laid down by the firm's Welfare Trust, each society is free to work out its own affairs but the company is always prepared to help where needed. Here, as told by the secretary of the Trust, is the story of a vigorous and democratic venture in industrial welfare.

Rolls-Royce Welfare is Also a Quality Product

By W. F. HALL, M.B.E.,
Secretary, Rolls-Royce Welfare Trust.

HALF a century has now elapsed since the momentous meeting of C. S. Rolls and Henry Royce. These two founders of *Rolls-Royce, Ltd.*, were brought together in 1904 through the offices of a pioneer motorist and founder member of the Royal Automobile Club, Henry Edmunds, who is remembered today as the "Godfather of *Rolls-Royce*." As a result of this meeting, a working agreement was evolved, whereby Rolls was to market cars which were to be manufactured at Royce's Manchester workshop. From this fruitful partnership was born some two years later the foundation of the great *Rolls-Royce* organisation.

The rapid expansion of the business was accompanied by a pressing demand for more space and in 1908, to meet this demand, the firm moved to a new plant at Derby. With the growth of the firm came increasing realisation of the need for a Workers' Welfare Scheme.

Nobody was more instrumental in the initiation of this scheme than Mr. Claude Johnson, the then managing director. During the 1914-18 war this visionary determined that the employees were worthy of more than just their weekly pay packet, and he accordingly set about devising a suitable welfare scheme. This he submitted to the shareholders and representatives of the workers in 1919. Strange to say, the former evinced more interest in the project than the latter, who feared some ulterior motive in the background. However, this prejudice was soon overcome and the scheme subsequently adopted.

The task of transforming his ideas into reality was in the initial stages entrusted to the then works manager, Arthur Wormald, aided by his assistant, Harry Swift. In consultation with representatives of all classes they were able to formulate the initial plans for organisation. Both these men were selected for the reason that, whilst they held executive positions, both had graduated the hard way from the bench, Arthur Wormald having been a toolmaker, while Harry Swift came from the fitting section. For their services to the nation both later received the decoration of O.B.E. At all times these men retained the capacity to visualise welfare work from the viewpoint of the ordinary employee. Indeed, so well were the foundations of their movement laid, that the rules then adopted remained in force—with very slight amendment—until 1939, when the constitution was revised.

Schoolboys—potential employees—watching an apprentice at work during a Gala Day exhibition.

The outbreak of the Second World War saw a further great expansion in the company. It had become an axiom that employment and welfare facilities went hand in hand and similar patterns were established according to local welfare requirements. To control the expansion of the movement a Welfare Trust was created with seven directors or senior executive officers of the company as trustees. The motive behind the establishment of the trust was to ensure the allocation to each branch of a fair share of any funds placed at the disposal of the Welfare Amenities Society by the company.

Full autonomy in the conduct of its own affairs is accorded to each branch on condition that their rules keep within the framework laid down by the trustees. Democratic control is the accepted way of conducting the

business of welfare, each branch having its main committee, half of the members being freely elected by the employees and the other half nominated by the management.

Sub-committees are drawn from the main committee for special duties which include Executive, Finance, Sports, Arts and Crafts, General Purposes and Social. Members elected to the Executive Committee cannot, however, sit on any of the other sub-committees in order to preserve an unbiased judgment in matters referred to them for advice or decision. Each committee holds its own monthly meeting and a register of attendances is kept.

Membership of the welfare amenities is entirely optional, and is not made a condition of employment. To become a member an employee must pay an annual subscription of 1s. He is then allowed to join in any of the other activities at the appropriate fee laid down in the byelaws of the particular branch. Payment of a *General Member's Fee* will enable participation in all the activities provided. Members' fees constitute only a small part of the cost of running the Society which is largely borne by the company, who make an annual grant for welfare purposes based on budgets submitted by each section of activity.

All operative sections of each branch are instructed to prepare detailed estimates of their requirements and anticipated income from their members in the coming year. These estimates are then subject to close scrutiny by the branch executive committee and before any item is approved the need for it must first be demonstrated.

There are now within the framework of the Welfare Amenities Society some 90 clubs, catering for sports, arts and crafts. Entertainment, however, is not the principal object at *Rolls-Royce* as examination of the work of the General Purposes Committee will disclose. To appreciate what they do, reference should be made to the Employees' Sick Club. This is a separate self-supporting entity and is in operation at two of the main factories. Junior members contribute 4d. per week and seniors 8d. Sick benefits extending over 24 weeks are available, and there is also a funeral benefit.

It is inevitable in a firm of this size that a certain proportion unfortunately run out of benefits, and it is in these circumstances that the General Purposes Committee come into action, for in the budgets of the welfare committees concerned a sum, given by the company, is included to increase the help available. Members of this committee visit sick employees and judiciously note any need, afterwards reporting back for the provision of such monetary or other assistance as is required. This service is of particular value to retired employees or members suffering from a malignant disease. A nurse who was attached to this side of welfare work retired recently after 23 years' service with the firm. In this time she had paid no less than 107,000 such visits to sick employees.

In 1931 the *Rolls-Royce* Pension Fund came into being. This is a contributory scheme and the company guaranteed to contribute an amount not less than that paid by members. In fact they have since contributed substantially more than that proportion. There are seven scales under which contributions are determined, and these are related to the amount of wages or salaries earned. Service rendered prior to the inception of the scheme was provided for by a lump sum contribution by the company. Additional contributory pension schemes are available for senior and executive officers.

A special feature in the organisation is the safety of employees, and at all factories safety officers and their staff are in constant attendance to eliminate the chance of accident. They prepare periodical reports for presentation to the management under such captions as Hours Lost, Frequency Rate, Severity Rate, Accidents per 100 Employees, Causation Analysis with comparison of previous experience and what steps have been taken to prevent recurrence. First-aid rooms are provided, and these are manned by a resident medical officer assisted by the qualified staff.

Thrift is encouraged among employees, and in this connection a society has been formed through which they may have weekly deductions of fixed amounts. Whilst many use this medium of saving for holidays, mortgage interest, rates or emergencies, members can withdraw at any time in case of need. The society is affiliated to the National Savings Movement and separate arrangements are made for the purchase of savings certificates. At the company's largest factory nearly 80 per cent. of the employees take advantage of one or more of these inducements to save. It is possible to gauge the extent of this service from the fact that since 1940 over £3,000,000 has passed through these channels.

5 Rolls-Royce Welfare Features

1 *General control is in the hands of the Welfare Trust who ensure that each welfare activity gets its fair share of funds.*

2 *Each branch, however, has full control of its own affairs within the framework laid down by the trustees.*

3 *There are now some 90 clubs each covering some aspect of welfare. Their running costs are borne chiefly by the firm.*

4 *Accident prevention is a special feature of the welfare organisation.*

5 *Membership of welfare amenities is entirely optional, not a condition of employment.*

One of the R-R cricket pitches at Derby. On the left of the pavilion is the gymnasium.

How Molten Metals Can be Handled With Safety

By W. M. HALLIDAY

THE common practice of re-lining shaft bearings with one or other of the well-known anti-friction white metals has caused many serious accidents. In many works, this seeming simplicity of the practice often leads to an aggravation of the accident-risks, because workmen regard the job as so elementary that nothing much can go wrong. Consequently they fail to take the necessary precautions for the handling of molten alloys, preparing the bearing for lining, and the control of other operating conditions.

When carrying out the job a given charge of molten alloy—often at a high temperature—has to be poured into a prepared cavity opening formed in the bearing casting. In practice, it is often found that a great deal of spluttering and turbulence occurs in the alloy thus admitted. Some of it may, and often does, splash upwards out of the bearing hole, to fall over the operator's hands, feet, legs or clothing. Thus the first precaution is an obvious one—though often disregarded—i.e., to equip the operator with asbestos-lined leather gloves and a protective apron in stout leather which covers the front of the body from waist to ankles. Gloves should be properly designed for comfortable fitting and to ensure greatest ease in the manipulation of the alloy-ladle. They should be gauntlets reaching well up the forearm to give maximum protection. Goggles should also be provided to safeguard the eyes.

Accidents frequently occur when manually ladling the alloy charge into the bearing hole as a result of the worker slipping or stumbling over some object left lying around the floor. Hammers, bars, spanners, lumps of sealing clay, screws, pools of water or oil, etc., are found lying indiscriminately on the works floor in the path of the workman, and are a prolific source of mishaps. To obviate these dangers, the floor should be kept strictly clean around the mounted bearing bracket being re-lined and around the heating crucible where the alloy is being melted.

Turbulent flow, intense agitation and much back-spluttering of the molten alloy will occur if there is any moisture or trapped air present in deep recesses of the hole being lined. Immediately the hot alloy contacts such moisture particles or pockets of air, masses of steam will be generated to set up an intense localised internal pressure. Unless proper means are provided for the free and safe escape of such vapour or air, the spluttering may increase in intensity to culminate in a violent explosion within the bearing hole. This may well be strong enough to blow out some or all of the molten alloy admitted.

The writer has experienced instances where such an internal explosion has blasted a shower of molten alloy upwards almost to the roof of the building, and then fallen over a wide area of the floor, to the peril of others at an apparently safe distance from the re-lining operation. Even a relatively small-scale explosion of this nature can incur grave risks to the actual operator, either by direct splashing with alloy, or by setting fire to his clothing.

Quite apart from these serious hazards to personal safety, such explosions involve added fire risks as far as the building woodwork is concerned. The innumerable splashes of molten alloy may cause a large number of ignitions to occur simultaneously on roof woodwork, partitions, or inflammable articles lying around the works. Poor quality work will also result from occurrences of this nature. The surface of the alloy lining shell may be badly pitted, or even only partially filled out, whilst the degree of "key" or weld obtained between the shell and the inside walls of the bearing hole may be exceedingly weak.

To avoid such risks, moisture, fumes, vapour, or trapped air in the bearing cavity must be eliminated. The following method is better than the ordinary ways and means adopted, and will be found specially advan-

Despite its seeming simplicity, the re-lining of shaft bearings is a job that calls for a high degree of skill and care. Molten metals are a source of danger not only to the operator but also, through possible explosion, to those working in the vicinity. The writer of this article, a safety officer of long experience, describes in detail his method of eliminating moisture, fumes and trapped air from the bearing cavity. He claims that, besides being safer, it results in a better job, especially in the case of large bearings.

tageous for use in the case of large bearings into which a considerable weight of molten alloy has to be fed.

(1) First, the hole in the bearing member to be re-lined is thoroughly cleaned on all surfaces to be covered with anti-friction alloy. (For greatest safety, cleaning should comprise a brisk brushing of the inside walls of the hole to be lined, using a hard wire brush. This will loosen moulding sand, dirt accumulations, etc. Next, the surfaces should be swilled or washed in a hot caustic-soda solution. If the article being lined is small, it may be immersed in a tank of this substance for a few minutes. If it is too large for such treatment, one end of the bearing hole should be plugged and the hot caustic-soda poured into the hole and agitated vigorously with a long steel rod.)

(2) After this treatment, the article should be properly dried off, by external heating for preference.

(3) Next, the cleaned surface should be de-greased by the simple brush application of some solvent such as tri-chlorethylene, to remove all traces of oil.

(4) After this treatment, the surfaces of the bearing hole should be tinned, by dipping into a tinning-bath, the object being to obtain a thin but uniform coating over all surfaces coming into contact with the bearing alloy of the lining shell.

(5) The article is not allowed to cool after this operation, but is immediately bolted to a metallic base-plate, which is usually affixed to the works floor or to a substantial frame fixture of the required height for simplest pouring. (Provision should be made for heating such base-plate or relevant portion of the fixture in the most rapid manner to bring the bearing portions of the article to the correct pouring temperature. The mandrel, of a diameter to suit the hole required in the new liner shell, is then fastened in position upon the same base-plate, taking care to affix same rigidly in the correct position within the bearing hole being lined.)

(6) Before mounting the mandrel, it should be inspected for freedom from burrs, nicks, or similar faults. Its external surfaces should be highly polished, and entirely free of grease or dirt.

(7) Next, the lower end of the bearing piece should be sealed up around the point where it seats on the base-plate. Ordinary clay is generally used for this purpose, but is not very satisfactory, owing to the large water content which must be present, and steam generated in the clay when the alloy is poured may pass through cracks and interstices into the hole being filled with liner metal.

It will be found best to employ ordinary foundry-floor sand, which can be easily moulded around the article, and will set firmly and resist percolation by the alloy, and of course has a much smaller water or moisture content.

(8) The next operation suggested is actually a departure from the usual practice, and its special purpose is to eliminate spluttering of the alloy charge, and the risks of explosion therein due to steam or trapped air, etc. This consists of pouring a quantity of paraffin-oil into the bearing hole. The paraffin should be poured from a height sufficient to ensure that it will flow smartly into every formation of the hole, i.e., undercuts, deep narrow pockets and all remote recesses, etc. Much of the paraffin will, of course, quickly seep away, but the essential point is to cover all surfaces of the mandrel and inside walls of the hole. The paraffin should be perfectly clean.

(9) The white metal bearing alloy may then be poured into the hole in the usual manner, by means of a suitable hand-ladle capable of the easiest manipulation. Nor should the bowl be too large. A steady flow originating from a good head should be maintained into the cavity. As the foremost stream of molten alloy contacts the paraffin-coated surfaces copious fumes will be generated due to the burning paraffin. These will instantly absorb any moisture or steam vapours present in the now highly heated bearing hole, and such absorption will render them innocuous as far as explosion tendencies go. The paraffin vapour may even ignite during such filling operation, but will burn harmlessly away without causing any explosion or violent spluttering. The latter will thus settle slowly and very quietly, and with a complete absence of the usual back-splashing.

Moreover, the alloy liner shell will have close homogeneity, superior surface finish and will be powerfully keyed to the inside tinned walls of the bearing hole. The purpose of the tinning is to promote such keying qualities, and is to be preferred to the usual practice of roughening or deeply undercutting the internal surfaces of the bearing hole.

After the alloy shell has cooled, the mandrel is easily withdrawn to leave a very smooth finish in the bore of the shell.

In cases where the bearing hole is of large size involving the use of a large volume of alloy, it will be advisable to mould a mixture of foundry-floor sand in the form of a conical crater around the mouth of the hole. The insides of such a mould should be finished smooth and the height of the walls sufficient to carry an adequate excess of molten alloy to meet the normal shrinkage demands of the solidifying alloy in the bearing hole.

The crucible in which the alloy is melted should be situated as close as possible to the base-plate on which the component is mounted for re-lining, and should be so placed that the operator does not have to make a full turn after picking up a ladle full of molten alloy. The floor around the crucible should be even, dry, and should not traverse any ordinary runway, passage or transport-track. The area around the crucible and pouring site should be well lighted, and have a fan-induced ventilation to draw off fumes in the quickest and most efficient manner.

6 SAFETY POINTS FOR MOLTEN METAL WORKING:—

1 *See that the operator wears the proper protective clothing: i.e. goggles, asbestos-lined leather gloves and ankle-length leather apron.*

2 *Ensure that all equipment used and the surrounding floor area is scrupulously clean.*

3 *Do not allow hammers, bars, spanners, etc. to be left lying about in the path of the operator.*

4 *Ensure that there are adequate means for the free and safe escape of fumes and vapours.*

5 *Select hand-ladles that can be easily manipulated, i.e. ladles which do not have too large a bowl.*

6 *Make a point of having the melting crucible as near the job as possible.*

Experts Disagree at Time-Study Test

AN experiment carried out at the Acton Technical College, under the direction of Mr. Winston Rodgers, one-time head of the industrial engineering department of the College, suggests that time study may be 14 times as inaccurate as is commonly supposed. The results of the experiment appear in an article in the current issue of *Occupational Psychology*, the organ of the National Institute of Industrial Psychology.

Over a period of six days, 24 time-study experts drawn from industry observed and timed the work of operators on three tasks—the preparation of a chemical solution, the assembly of a piece of apparatus, and the machining of a piece of metal in a lathe. Various conditions were introduced into the tests, which were so arranged that the observers did not keep timing the same operator on the same job.

At the conclusion of the experiment, the time-study men said that they had found it fair. When their results were compared it was found that an observer "agreed with himself" more closely than with an observer from the same factory, and that observers from the same factory agreed with one another more closely than those from different factories. The standard deviation in one man's results was about 3 per cent., but the inconsistencies between two observers who had been similarly trained amounted to a variation of 9 per cent. When the variations arising from different methods or systems of training in different organisations were also taken into account, the deviation between different observers reached 21 per cent. The last finding is expected to cause surprise and demands for further investigation from employers and trade union leaders. The immediate repercussions may be modified by the fact that reports of time-study men are usually taken only as a basis for bargaining, so that the piece rate finally fixed may not bear an exact relation to the timing of the job.

Work Study Weeks

A NATION-WIDE campaign to rouse all levels of industry to the importance of work study is to be launched in September by the British Productivity Council. A work study unit has been formed by the council—who will share responsibility jointly with the B.I.M.—and Mr. H. G. Wood, a former lecturer in work study, has been appointed chief work study officer.

To make the idea of work study more widely known and appreciated, a series of Work Study Weeks is to be held in the principal industrial centres. Firms and individuals are to be encouraged to make greater use of training facilities already available, and the "Weeks" will probably take the form of full-day conferences for each of the following industrial groupings: Top management, works managers, senior trade union officials; Supervisors and shop stewards; Specialists such as technical production engineers, accountants, work study staffs from individual firms and technical college teachers. (**Target**, 6/54.)

Safety "Good Business"

IN a recent address on industrial safety, Mr. A. B. E. Lovett, Deputy Superintendent Inspector of Factories (Southern Division) spoke of accident prevention as constituting good business as well as sound humanity. Three factors combined to produce accidents, said Mr. Lovett. They were natural inheritance, unsafe habits and unsafe conditions and acts. Prevention should play an important part in the work of every factory. Calling upon firms not already members of the Industrial Safety Division of the Royal Society for the Prevention of Accidents to join, Mr. Lovett stressed that management should show interest in accident prevention work, adding that the application of remedies was basically a job for management.

Dangerous Dreaming

ACCIDENTS in plants, it has been found, occur more frequently immediately *before* and *after* vacation periods. It seems that workers day-dream about future fun or past enjoyments instead of paying careful attention to their jobs. Evidently, then, spring and summer might be good times to run a safety contest, or to brief foremen on closer safety supervision of employees who are soon to go on vacation or have recently returned. (**Management Review** 6/54.)

Successful Début

WELL over 30,000 people attended the first Production Exhibition, held at Olympia from July 9 to 19. Of these, a large number were executives on the look out for new ideas or products which could with profit be applied to their own businesses. Also contributing to this impressive total were the parties of 20 or more workpeople sent specially by their firms to get an insight into industrial progress today. Altogether, some 400 firms in all parts of Britain sent such parties.

The organisers were also highly pleased with the success of the Conference run in conjunction with the Exhibition. Every session was fully booked and nearly 7,000 people attended one or more of the lectures. Papers sponsored by the Department of Scientific and Industrial Research, the British Standards Institution, the Trades Unions Congress, the British Productivity Council and the British Institute of Management were read.

Two interesting sidelights of the Exhibition were the large amount of business done (though selling was not the main purpose of the event) and the large numbers of Servicemen who attended "under their own steam."

There have been many requests for a repeat Exhibition next year but nothing has been decided yet. The organisers themselves feel that there is a better case for staging it every two years.

LIGHT ON BADMINTON

This specially devised **G.E.C.** lighting arrangement brings brighter badminton to the courts at **Albert E. Reed and Co. Ltd.'s** Aylesford paper mills.

Ideas For Gas

FURTHER residential courses in management for those engaged in the gas industry are being held at the Brooklands Technical College of Surrey County Council. Two residential courses for gas engineers in management and general subjects have already been sponsored by the Institution of Gas Engineers and financed from the Woodall-Duckham Scholarship Fund. In view of their success, the Gas Council have decided to run further courses of this nature, extending their scope to include students who are not necessarily gas engineers by profession.

Speaking at the conclusion of the second course, Mr. H. F. H. Jones, deputy chairman of the Gas Council, said that since the gas industry was an old-established industry, it was of the utmost importance that plenty of fresh ideas should spring continually from the people who held responsible positions. Consultation with the worker must be taken seriously and the Joint Consultative Committees now existing throughout the industry should be encouraged by management to play their part in increasing the efficiency of the industry.

Novel Fire Fighter

THE *Hoover Ltd.* fire brigade have recently acquired a new Land Rover fire engine. Regarded as ideal for industrial fire protection duties, the new engine is highly manoeuvrable and carries a normal crew of three. It is equipped with a 40-gallon water tank, pump, hose reels and foam apparatus. The *Hoover* fire brigade employs six full-time firemen and nearly 30 auxiliaries.

Guide to Welfare

AN employee guide to the provision of a uniform standard of amenities in the electricity supply industry has recently been issued by the industry's National Joint Advisory Council. Entitled *Welfare, Health and Safety in the Electricity Supply Industry*, this new handbook is well illustrated and contains recommendations based on extensive investigations by a working party comprising officers drawn from the engineering and welfare departments of the Central Authority and Area Boards.

Gathered together under a comprehensive list of headings are the major statutory requirements pertaining to the welfare, health and safety of persons employed in factories, shops, offices and workplaces of the electricity supply industry. There is a wealth of useful information on a wide range of subjects, and reference to the handbook is simplified by a profusion of easy-to-follow diagrams covering, among other things, the layout and location of amenities in generating stations.

Of outstanding interest are the appendices, as they include a summary of current legislation on welfare, health and safety, a code of hygiene for canteens, detailed lists of kitchen and canteen equipment, and equipment for medical centres, first-aid rooms, first-aid boxes and haversacks, and recommended interior lighting schemes.

Age Studies

PURSUING its policy of studying the needs of the older person, the Nuffield Foundation commissioned Mr. F. Le Gros Clark, M.A., with the task of analysing the factors affecting the continued employment of the older worker. As a result, the first study, carried out by permission of the London County Council in the maintenance depots of its Housing and Valuation Department, is now the subject of a comprehensive report, *The Later Working Life in the Building Industry*, which is available free of charge from the Nuffield Foundation.

It is proposed to follow this first study with a series of inquiries in other industries, covering, among others, mining and transport. Like the first, the studies will be undertaken as a series of "laboratory" studies of age.

From the recent records of L.C.C. employees it was found possible to trace the later working lives of 320 building operatives—120 labourers, 100 painters and 100 other craftsmen—from the age of 60 onwards. The ages at which these men left the building force, and the medical and other causes of their leaving, are analysed in detail.

The study reveals the probability that about 70 per cent of men under these building conditions were still effective at 66 years, and about 30 per cent at 70. From the age of 65 to 70 there was a fairly high incidence of debilitating ailments and degenerative complaints. It is not suggested, however, that these have anything to do with the nature of the industry but that they do frequently, when they occur, affect a man's chance of remaining in the building force.

Careers Advice

TWO new booklets, *The Occupational Therapist* and *The Medical Laboratory Technician*, now augment the Choice of Careers series issued by the Central Youth Employment Executive (obtainable from *H.M.S.O.*, price 6d.). They describe two of a group of services which are auxiliary to the medical profession, and which are likely to appeal to young persons of scientific interest and ability.

From The House Magazines . . .

New Mugs

WE know that the price of crockery today is very high but we were surprised to learn that tea mugs were costing the canteens £120 per year. That is due, we are sure, not to the appearance of the mugs, but rather to their disappearance—plus breakages. For the latter reason, a trial is to be given to a batch of stronger mugs. These will not have a ball and chain attached to them nor will plastic mugs be used since these have not proved satisfactory elsewhere. (**The Phoenix Gazette**, 6/54.)

All Shipshape

The public need to be reminded not to throw ice-cream wrappers and cartons away just anywhere but to put them in the bins which the company provides on numerous sites. The following slogan might well be worth noting: "Don't throw it away—stow it away." The company offer £5 for the best anti-litter slogan submitted by our staff. (**Wall's Magazine**, Summer/54.)

Negative Correspondence

With the installation of a microfilmer, we shall now be able to keep all our records permanently. This machine not only photographs the records on to 16 mm. film, but acts as the projector as well, showing the form in full size ready to be copied by a typist when someone repeats an order for an old binder. We get about 3,000 orders on 100 ft. of film, so it saves an immense amount of space and provided the order you want repeated dates after 1938, we ought never to have to bother you again for further details. (**Twinlock News**, 7/54.)

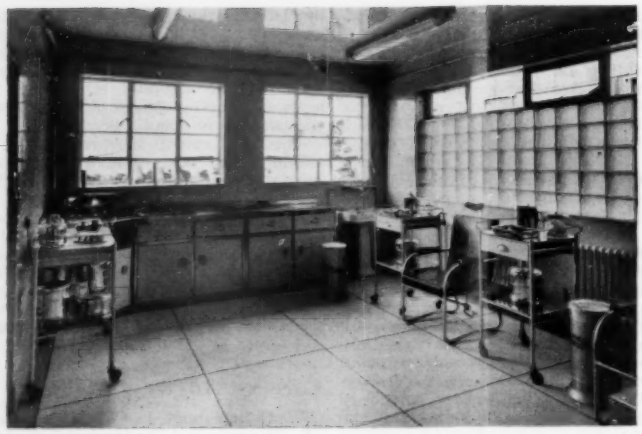
Man for The Job

We run selection boards for young men shortly after their return from National Service, the purpose of which is to enable the management to decide the appropriate division in which they should be placed. Attendance at these boards is optional.

We also run, twice a year as a rule, residential selection boards lasting two days, at which candidates from universities and technical colleges, as well as those who have shown outstanding qualities as foremen or junior selling or financial staff, are considered for appointment as trainees for the various branches of the management abroad. (**News Reel**—*J. & P. Coats Ltd.*, 6/54.)

Collectivisation

What a pity that collective nouns have now fallen very largely into disuse. How much nicer, for example, to refer to a "*Fury* of Foremen" instead of "that blooming lot." The following suggestions may be worth adding to our list; A *Clutch* of transport drivers; *Column* of accountants; *Dial* of meter readers; *Till* of cashiers; *Worry* of district managers; *Tower* of overhead linesmen; *Knot* of joiners; *Natter* of typists; and an *Agenda* of secretaries. (**Seeboard**, 6/54.)



The main treatment room at the new health centre of **British Oil and Cake Mills, Ltd.**

Modern in design and equipment, the new health centre at the recently enlarged Avonmouth factory of *British Oil and Cake Mills, Ltd.*, amply justifies the firm's outlay. Catering for the health and welfare of some 900 employees, the main rôle of the centre is a preventive one, an important feature being the comprehensive system which has been evolved for the periodical examination of personnel.

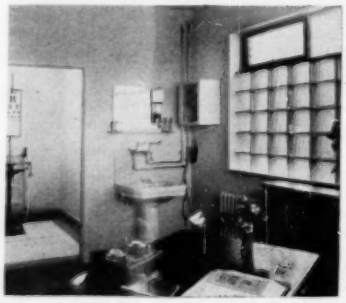
This New Health Centre Aims at *Preventing* Illness

THE BRITISH OIL & CAKE MILLS LTD., oilseed crushers, oil refiners, and compound food manufacturers, have been engaged since 1945 on a large expansion programme at their Avonmouth factory. During recent years great improvements have been made in the welfare amenities for employees and the latest of these is the Health Centre which has been built to take the place of the old Medical Department.

The Health Centre which was opened in March was built to a plan designed by the Chief Engineer at the firm's Bristol branch following consultations with the medical staff. This resulted not only in the best possible use being made of the available space to produce a fine building, but also enabled the medical staff to meet in full their needs for carrying out a good medical technique.

The building consists of a waiting room, treatment rooms, including separate facilities for physiotherapy and rest, doctor's consulting room, and all the usual offices. Use has been made of glass bricks to produce the maximum amount of light, and clear glass windows command a wonderful view of the Bristol Channel and the coast of South Wales. Inside, the Centre has all the most up-to-date labour saving facilities, including terrazzo floors, stainless steel sink units, etc. The decorations have been carried out in warm pastel shades in an attempt to break away from the traditional white. The surgical equipment is of the latest design and the Centre is stocked to meet any emergency.

The Centre is staffed by a part-time medical officer who visits twice a week, a sister-in-charge, and one nurse. In co-operation with the Personnel Department, they are responsible for the health and welfare of 900 employees. All new entrants to the company have a pre-employment medical examination to assess their physical fitness in relation to the work upon which they are to be engaged. Other duties carried out by the medical officer include examination of employees returning from sickness absence, special annual examination of persons engaged on work of a heavy nature, annual examination of employees of 60 years of age and over, and a three to six monthly follow-up of persons with a known disability such as cardiac, gastric, chest history, etc. ; in addition, there is his annual examination of young persons under 18 years of age in his capacity as the appointed factory doctor, and the rehabilitation of workers following an accident whether at work or at home.



A corner of the doctor's room.

The Medical Officer also consults with the Personnel Department about a possible change of job on health grounds. He visits the plant and studies the various jobs and the working conditions of those who come to him for consultation.

The main function of the Health Centre is a preventive one. The nursing staff, with the Personnel Department, the safety officer, departmental managers and foremen all

combine to save valuable production time by encouraging the people who work in the mill to report all injuries however small at the earliest opportunity, not only to ensure that early treatment is sought but also that the cause of the injury may be investigated and remedied. The same routine is also applied to minor ailments.

The provision of the new Centre is one further step by the company to provide first-class working and employment conditions. Other provisions include a Comprehensive Non-Contributory Sickness and Industrial Injury Benefit Scheme, a Contributory Pension Scheme, and a Wage Stability Scheme.

Improving the Vision of The Older Worker

Care of workers' eyes is an important duty of management—particularly where older workers are concerned. Here is some advice on how to improve the vision of the older worker, given in a lecture by Mr. Stanley M. Wells, F.S.M., D.Orth.

THERE was a large number present at the London School of Economics recently on the occasion of the 26th Ettles Memorial Lecture of the Association of Optical Practitioners, which was delivered by Mr. Stanley M. Wells, F.S.M.C., D.Orth. Introducing his paper, Mr. Wells pointed out that a fixed age limit did not decide whether a person was old in the industrial sense, but that a person became old when he met with special difficulties on account of his age.

One problem which faced the older worker was failing eyesight. Quoting from the report of the National Advisory Committee on the Employment of Older Men and Women, Mr. Wells put forward the following revealing facts about the ageing population in the United Kingdom. Taking the statistics for men over 65 and women over 60, the figure in 1911 was 2¾ million, representing a population of 1 : 15 ; in 1951 the figure was 6¼ million and 1 : 7 ; and in 1977 it has been estimated that the number would reach nearly 9¾ million, or 1 : 5. It was known that the focusing ability in people began to decrease in middle age and it followed, therefore, that as the top end of the age-structure pattern became heavier and more older workers were persuaded to remain at work, the provision of working spectacles would become an increasingly important factor in the maintenance of capacity and fitness for work.

Working conditions in factories varied very considerably, and workers had to be able to see clearly at many different working distances. This meant that in some cases it was essential for the optician to know the details of the particular process or operation in order to be in a position to help his patient meet fully the visual requirements.

As a result of defective vision this former machinist has been redeployed on taking out bastings from machined garments.

Mr. Wells cited as a typical example the case of a man working a monotype keyboard. He had to be able to read his "copy," scan his keys and watch the movement of a separate instrument which measured the spacing on each line. Another good illustration of the importance of working conditions was the case of the tailor's cutter in a clothing factory. Using his cutting machine, he is at one moment working close to himself and the next he is working at the far end of the piece of cloth. Such constant change would doubtless present a problem to a person over 55. Again, since the working bench was usually fixed, the working distance of the cutter depended on his height. In this connection, an adjustable bench would be of great advantage ; alternatively, in the case of a short worker, a platform could be introduced to bring him within a reasonable working distance of the bench.

Good vision, Mr. Wells stressed, did not in itself make a good worker. There were three broad requirements. First, there was *Skill*. Under this category he would put training and experience. Then came *Suitability*, which heading embraced aptitude and dexterity. And, finally—although by no means of least importance—there was *Visual Ability*, calling for clarity of vision and ocular comfort. These should not be regarded as absolute divisions. A worker could borrow from one section to compensate for some slight deficiency in another. This must always be borne in mind when trying to assess whether a worker's reduced acuity rendered him unsuitable for a particular job—especially when attempts were made to give visual ratings to whole groups of workers.

A worker whose sight caused slight discomfort was not a happy worker, and sooner or later he would become an inefficient worker. Since a worker could borrow from one skill to make up a deficiency in another, he may be able to continue to produce satisfactory work. Efficiency in a worker however, was not merely the ability to produce goods. Visual difficulty could cause other trouble ; in particular, the worker might become accident-prone, thereby endangering his own safety and that of his workmates. Every case of accident-proneness must have a full visual investigation. A vital part of the question of the worker's visual ability lay in the provision of sound lighting.

Grading and Placing

In the United States, extensive use was being made by industry of special screening devices for grading eyesight. The normal procedure was to test all new applicants for work. The resulting information was often of great help to the Personnel Department in placing new employees. Satisfactory results, however, could only be obtained where the *assessment* was made by an ophthalmic optician or doctor.

Two New York ophthalmic opticians—King and Sobel—had reported on their survey in a Long Island factory concerned with the

Tailor's cutters working at the bench. Here is a good example where height influences the optical working distance.

manufacture and finishing of sheet metal goods. Exhaustive routine tests were followed by a refractive examination to determine the best correction if needed. Their findings make very interesting reading:—

(1) A prescription given for ordinary wear may be quite inadequate for industrial use ;

(2) Spectacles prescribed specially for industrial use are best left at the works to avoid loss, confusion or misuse ;

(3) Nine per cent of the workers had already suffered serious eye injuries, 24 per cent had suffered slight injury. This indicated the need for greater attention to the use of protective glasses ;

(4) 65 per cent of workers who had suffered eye injury needed correction, as compared with 50.5 per cent for the whole ;

(5) 26 per cent of the workers needed a correction but were not using spectacles ;

(6) 81 per cent of those already wearing spectacles needed them changing. The average time they had been in use without new lenses was 4½ years.

Senile changes in the eye may result in the worker being unable to pursue his normal work. The remedy was not to dismiss the worker, but to *redeploy* him in some other useful job that was easier for his reduced vision. This was today being done successfully by many managements, and it should become universal practice. Redeployment of the older worker was often in the best interests of safety, for a worker with failing eyesight among moving machinery could be a danger and could experience great fatigue.

A useful visual aid for the older worker was a magnifier, suitably mounted over the job, or over that part of the work requiring keen vision. These instruments were generally adjustable and sometimes incorporated built-in lighting. Care, however, had to be taken with them when not in use, because exposure to the sun's rays was dangerous and had been known to cause fires. Other ocular industrial aids mentioned by the speaker were binocular loupes, profile projectors, microscopes and special illumination.

Dealing with the specific problem of the locomotive driver who was not allowed to wear spectacles on the footplate, Mr. Wells said that a long-sighted person might have sufficiently good distance vision to pass the usual vision tests, but he might be able to maintain this good vision only by the exercise of extra nervous effort. Such conditions were often the cause of drowsiness, headaches, etc., and should not be tolerated in a calling of such heavy responsibility. The long-term solution was to provide a fleet of steam locomotives giving the drivers visibility and protection comparable to that enjoyed by road transport drivers, and as already applied in the instance of diesel and electric locomotives. As a short-term policy, however, consideration should be given to distinguishing between the visual regulations for drivers of steam and electric trains so that the latter might be permitted to enjoy the assistance of spectacles as required.

In his concluding remarks Mr. Wells said that much good could arise from a long-term plan for co-operation between industry and optical practitioners, striving jointly to ease and minimise these problems. Nevertheless, a short-term solution was needed which could be introduced immediately. This would entail teaching the older worker the importance of maintaining his efficiency and leading him to seek voluntarily to keep his visual ability at its proper level. In spite of the wide field to be covered, a start might well be made on making more effective the advice to wear protective glasses in industry and on stressing the importance of regular eye examinations.

6 VISION HINTS TO MANAGEMENT

1 *Allow for the many different working distances with which the worker has to contend.*

2 *Tell the optician of the particular process or operation involved so that he can help his patient meet fully the visual requirements.*

3 *Arrange for workers' eyes to be examined regularly.*

4 *Eliminate accidents caused by defective vision.*

5 *Find out what screening and other devices are on the market.*

6 *Be sure to install sound lighting.*

Can Industry Be Really Democratic?

"We don't pay you to think!" used to be a typical statement of management to workers. Yet, as DISCUSSION LEADER points out here, there have been many cases in industry where the workers have thought for themselves and much good has come of it. At the same time, the supervisor receives authority from above and not from below. Is there a way out of this dilemma, or is industry by its very nature unable to work in a really democratic fashion?

IN the June issue of this journal we continued our discussion on the subject of leadership and dealt with some of the evidence showing that managers had sometimes achieved quite startling results by consulting their workers and encouraging them to help in the decision-making process. One of my regular correspondents and one who always has something stimulating to add to our discussions, Mr. A. Brailsford Dean, has written to me about this. Here is his problem and the way in which he solved it.

"Seven trolley girls, each with a similar type of tea and cakes trolley and each within a few pounds of the same load, follow very dissimilar routes in a large factory. The layout of the factory is such that certain routes are through pleasantly cooled rooms with little noise, decent floors and little or no inclines and, perhaps more important, staffed with affable people. Other routes are, however, quite the opposite with noisy machinery, old and uneven floors, hot and dusty and requiring the use of several lifts which often incur a great deal of waiting.

"One would consider it fair that the assistants should take turns to serve on these various routes and this is how the original service was planned. The writer found, however, that certain girls were doing very much more business in one particular department than the other girls and so 'the problem was placed before these workers.' Strange and unexpected things have happened, says Discussion Leader, when such action is taken. Certainly strange and unexpected reasons were given by the assistants. Amongst them, the heavy built assistant found the heat unbearable whilst the slim person did not notice it. Some were found to be easily upset with certain smells, others had very little sense of smell. Some did not like lifts, were bad on their feet, found difficulty in hearing in a noisy room. It was also found that they liked or disliked serving, a room full of men and proved that assistants were more popular in one department than another. The outcome at the 'get together' was a re-arrangement of the rota giving the girls the route of their own choice wherever possible which resulted in happier trolley girls, better relationship in the department, quicker service and better sales, once again proving the value of asking subordinates to help make *certain* decisions."

A Gradual Process

Mr. Dean has put his finger on one of the vital issues of democracy when he says this example proves the value of asking subordinates to make *certain decisions*. People have to *learn* to be democratic. When we teach people something new we start off at the very easiest stages. The skier starts off on the nursery slopes. The piano player starts off with single scales. A child learns to walk before it can run. Similarly, when we teach our children to learn to take responsible decisions we start them off by asking them to make decisions they are capable of making.

Sharing in the decision—making process is a new thing for the industrial worker. For over a hundred years he has been asked to hang up his brain and imagination with his cap as he comes in at the factory door. Once inside he has become a number and a pair of hands. "We don't pay you to think," was a typical approach of many managers. Thus the industrial worker has to relearn the processes and skills of democracy as they can be applied to his working life, although in his private and political life he knows them well enough.

This learning must begin as does the child's at a simple and concrete level. If we can make successful decisions about something which affects us personally and directly, as the tea and cake trolley girls did, we are learning to make the more abstract and impersonal decisions of the future. As one writer puts it "If we put off the vesting day for democracy, we shall put it off for ever."

In any case a leader cannot share all his decisions with his subordinates. It is his job to plan, to forecast, and to initiate action. One of the great skills a successful leader possesses is to know when to act on his own initiative and issue orders (if necessary, completely autocratic ones) and when to share his problems with his group or leave them to act on their own initiative.

The men who planned the Tennessee Valley Project saw this very clearly. The valley had to be rehabilitated. Dams had to be built. Trees had to be planted. Soil had to be re-fertilised. For all this, expert technicians and administrators were needed to advise and to plan. This was their work which they could not share. The leader saw, however, that, in the last analysis, all their plans would fail if they could not gain the interest and co-operation of the people who lived in the valley.

From the start, therefore, T.V.A. was run as a joint enterprise. Through "democracy at the grass roots," the enthusiasm and support of the farmers and of the ordinary people was gained. Leaders and led reclaimed their valley together. Here we have a clue as to why a leader must share as much as he can with his group. A successful leader is one who helps the group (be it large or small) to reach an objective which it sees as important.

Often the leader clarifies this objective for the group. Guedalla has this to say of Sir Winston Churchill in the summer of 1940. . . . "But if their (the British people's) predicament that summer was Elizabethan, their temper was Elizabethan too. One man's voice kept time to their steady pulse and occasionally made it beat a little faster. Perhaps it was his major contribution to their history. For they had never been

articulate; and Mr. Churchill by saying what they felt enabled them to feel it still more strongly."

A leader is expected to fulfil this function while aiding the group at the same time to preserve their group structure and their customary way of life. This presents a major problem for the industrial manager. His authority comes in the first place, not from below but from above. He is not the *chosen* leader of his group. His aims, and aims of the group, often seem opposed. He wants technical progress and change; the group's main aim may well be to preserve its own structure and hence the status quo. He no longer knows intuitively what the group is feeling. Nevertheless these same principles of leadership hold good for him too. He ignores them at his peril. He must therefore through conscious skill and ability to analyse a situation, be able to pursue his own technical aims and introduce change in such a way that the group does not see it as a threat to its security. He cannot do this unless he takes the group fully into his confidence.

The group must see change as a natural development. To do this they *must* participate in the decision-making process. There are other aspects of leadership which we have no space to touch on this month. In the meantime, what are your views on how a successful leader should go about his task?

DISCUSSION LEADER

WHAT IS *YOUR* FORMULA FOR A GOOD LEADER?

The qualities that go to make a leader is a question that has fascinated mankind since the beginning of history. Here, DISCUSSION LEADER suggests that in industry a person in authority must know when and when not to share problems with the group and must also be able to make articulate the feelings and thoughts of those under him. Readers are invited to send in their ideas on what a good leader must be. In accordance with our usual practice, a guinea will be paid for each letter published.

Is Personnel Management a Career for Life?

By **MARGARET BROWN**
Department of Management Studies, London Polytechnic.

Personnel management is now being regarded more and more as a career for life, says the author of this article. Summing up, she says this means that the personnel officer of the future will have to specialise still more and receive a more thorough training, particularly in techniques of personnel research.

A RECENT advertisement in a national newspaper for a personnel manager read as follows: "Knowledge of personnel management techniques and jargon, whilst not necessarily a handicap, is not as essential as is a sense of purpose and a practical awareness of the social significance of a personnel officer's job."

One firm, at any rate, does not think much of the professional personnel manager! Nevertheless, recent trends in this field indicate that personnel management is being regarded more and more as a profession—in fact, as a career for life. Growing emphasis is being placed on the necessity for the would-be personnel officer to complete a recognised course of training before taking up duties even of a junior capacity in a personnel department. There are four one-year, full-time courses for personnel managers in existence in the British Isles to-day—at London, Glasgow, Manchester and Cardiff. Under the Urwick scheme for general management training, a five-year, part-time course of studies in personnel management can be followed at various centres up and down the country. The Institute of Personnel Management is going to introduce an external examination scheme, but people who take and pass the one-year university courses will be eligible for membership of the Institute without taking their examination.

Another significant trend is revealed in the membership figures of the Institute of Personnel Management. In 1939 75 per cent of the membership were women and 25 per cent men; in 1950 these figures had changed to 47.7 per cent women and 53.3 per cent men. **No profession, personnel management included, is regarded as a career for life by all its women members, but when a predominantly women's profession is invaded by the other sex, the members of the latter must feel that their life work can be in this field.**

There are, however, also some indications of a different viewpoint being taken in some concerns. It is the practice in the Civil Service to transfer members of the senior grades from department to department, in their own Ministry, at fairly regular intervals. The staffing of the Establishment (or Personnel) Department is treated in exactly the same way. Junior posts in the Establishment Section are filled by a constantly moving stream of junior civil servants; senior posts are filled by members of a higher grade. Similarly, two large industrial concerns, Unilever and I.C.I., transfer line managers to work for a time in the Personnel Department, partly so that they may learn something of the nature of personnel work. In industry, generally, the transfer of a top-level executive from a line position (say, sales manager) to take charge of the Personnel Department occurs from time to time.

Two Managerial Types

So much for the available evidence. Which approach is the more effective? We may be able to answer this question more objectively if we analyse more closely the jobs of a personnel manager and of a line manager. What knowledge, skills and personal qualities must the holders of these positions possess?

The personnel officer is a functional specialist with both executive and advisory duties to perform. For part of his time he is an administrator. He recruits, selects, places and introduces new entrants, he administers a company wages policy, he looks after welfare and other facilities, he may run a canteen and be secretary of the works council. For this part of his work he needs administrative skills and a wide knowledge of the best policies and practice in these divers fields. He needs a knowledge of social and

industrial law and recent social legislation.

His advisory functions, which we might define as helping all levels of management to develop methods of handling people, demand the specific application of his knowledge about people and human situations. If he is to be of real use, he must be able to analyse human situations, gather relevant facts (and feelings) and assess possible results of alternative courses of action.

For both his executive and advisory duties he needs to be versed in the art of communication. He must be able to conduct both selection and grievance interviews. He must be able to speak and write effectively, for he will constantly be expounding a personnel management point of view. **He must be able to chair a meeting. He should also be able to put information about people into a statistical form.**

Thus his range of knowledge and practical skills is both wide and deep, but it is concerned with human beings, not with technical processes or general management practices such as costing, production planning and the like.

This personnel function is only *one* aspect of the line manager's job. He has to be competent on the technical side of his work; he has to know something about budgeting, quality and cost control, production planning, method study, etc. He does not, however, need to know some parts of the personnel aspect of his work in such *depth* as the personnel manager. He can, for example, call on the personnel officer to help and guide him in the selection, induction and training of his staff. His system of wage payment is centrally planned and he needs only to follow the plan, whereas the personnel officer has to keep a careful watch on wage policies and trends, inside and outside his own concern. The line manager should be able to ask for and get expert advice from the Personnel Department on the welfare, health and safety of his staff. Thus a personnel officer transferred to a line manager's job is, on the one hand, not able to use fully and develop his specialist knowledge and skills, whilst on the other hand he is severely handicapped by lack of technical and other knowledge needed for his new job. Similarly, a line manager transferred to do the work of a personnel officer (particularly if he goes straight into a senior position) has much specialist knowledge and skill to acquire before he can be fully effective.

So much for knowledge and skill. What about personality? Line and personnel managers need to have a real interest in people coupled with a desire to help people to develop their own personalities, and a belief that people are capable of doing this given the right environment. Both need to be above average in intelligence, well balanced and persistent. They both need to be able to get on well with others and show some initiative.

Selfless Detachment

Does the similarity end there? A personnel manager must not wish for power or personal recognition, but he must have the courage of his convictions. He hopes to influence others, but he must be prepared to see them take the credit. He needs, perhaps, **more patience and detachment, and less dynamic forcefulness, than a line manager, so that "when his work is done, his aim fulfilled, they will all say we did this ourselves."**

Of course, there are some specially gifted and versatile people who can do either job equally well, but are there enough to go round?

Thus the present-day personnel manager must specialise if he is to be effective. It is my view that the personnel officer of the future will have to specialise still more. I agree with Scott, Clothier and Spriegal when they say, "Unfortunately few personnel directors are trained in the techniques of personnel research . . . it is to be hoped that the next ten years will witness a great development in this field."

The University College of South Wales and Monmouthshire is one institution which now runs an exacting one-year course for a personnel management diploma. The syllabus covers both academic subjects and practical training on the shop floor.

M.o.L. Publish Report on Supervisors

THE Report of the Ministry of Labour Committee of Inquiry on the Training of Supervisors was published on July 13. And despite the Committee's conclusion that "British industry as a whole is still a long way from full realisation of the importance of the subject," the Report itself is of major importance. Apart from bringing together much valuable information on existing training facilities, it states clearly the amount still to be done and how it ought to be tackled.

The Committee was set up last year by Sir Walter Monckton, Q.C., Minister of Labour and National Service, and was representative of the voluntary associations concerned with the provision of supervisory training, the British Employers' Confederation, the Federation of British Industries, the Trades' Union Congress, the Ministry of Labour and National Service, and the Ministry of Education. The Chairman was Mr. P. H. St. John Wilson, C.B.E., Under Secretary, Ministry of Labour and National Service.

The Report is in three parts: Survey of existing facilities, comment and conclusions. These last are, in one form or another, variations of three main themes:

(1) Management must accept the main responsibility for supervisor training.

(2) More training related to the supervisor's day-to-day work is needed.

(3) The supervisor must be recognised as an important member of the management team.

The Committee estimated that there were about 300,000 supervisors in the country and that well over 10,000 new supervisors would be needed each year.

A full analysis of the Report and summary of the main conclusions will appear in the next issue of this journal.

"Appalling Experience" Leads to TV Success

THE man who got the idea and wrote the script for the remarkably successful TV documentary *Seeing Both Sides*, which featured the problems and duties of a personnel manager, was 39-year-old Mr. Arthur Swinson of St. Albans, Herts. The feature, which was broadcast on July 5, seems to have interested lay viewers every bit as much as it did those whose jobs are in industrial management.

Arthur Swinson.

Said Mr. Swinson during a telephone talk with the editor of this journal:

"In my early years just after I left school, I worked in a factory and it was an appalling experience. Nowadays, my job takes me into many factories and I was greatly impressed by the change that has since taken place. Again, I have often discussed this improvement with a friend of mine, Mr. Geoffrey Collins, who is a personnel manager with the *Association of Chemical and Allied Employers*. It was from this background that the idea came to me."

Over 20 Million Insured

ACCORDING to the Fourth Interim Report by the Government Actuary under the National Insurance (Industrial Injuries) Act, 1946, which reviews the working of the National Insurance (Industrial Injuries) Scheme during the year ended March 31, 1953, the number of insured persons remained fairly static at 20,500,000, of whom roughly one-third were women. The number of disablement pensions being paid increased from 80,000 at the end of 1951 to 94,600 at December 31, 1952, of which 17,200 were in respect of pneumoconiosis. Some 3,800 new pensions were awarded for pneumoconiosis, and about 500 terminated. In contrast 49,000 pensions were awarded for accidents and other reasons and 38,000 were terminated.

C.D. Centre for City

CLOSELY overlooked by the Guildhall, the new City of London Civil Defence control centre was opened early last month by the Home Secretary, Sir David Maxwell Fyfe. Erected at a cost of £180,000, it will form the sub-basement of an office block to be built on the site during the next two years. Under the protection of the superstructure of the office block and of a thick concrete roof, civil defence officers will be able to direct rescue operations from a large air-conditioned control room. Emergency power plant renders the centre independent of the public services.

Speaking at a luncheon held later, Mr. A. W. Last, chairman of the City Civil Defence Committee, said that of the 200 firms with more than 200 employees 190 had appointed civil defence officers. There were 400 instructors in the city and they had trained more than 3,000 volunteers.

Consultants Galore

ACCORDING to America's Association of Consulting Management Engineers (ACME) a census limited to cities of 100,000 and over showed that in 1953 there were 1,915 consultant firms, including one-man firms, employing some 44,000 people. These firms collected 426 million dollars from management in 1953, about three-quarters of this sum being collected by "management consultants."

Pensions for Africans

THE copper-mining companies in the Rhodesian Copperbelt introduced a pension scheme for African mine employees on July 1, providing for pensions of £48 a year to employees who have reached the age of 50 and have completed 20 years' service. Those with more than 20 years' service will qualify for additional pensions up to £72 a year maximum, while invalid pensions are also available for those with 15 years' service. Employees will not have to pay anything towards the scheme and the present long service bonus also remains in force.

At the same time, the companies introduced a leave scheme under which employees are to be given 14 days' paid leave a year and, if they wish, they can save this up to a total of 56 days.

OBITUARY

Mr. W. J. MAY, safety officer, *Standard Telephone and Cables, Ltd.* Mr. May was for many years a member of the London (Southern) Industrial Accident Prevention Group, and was at one time its vice-chairman.

APPOINTMENTS

MR. W. J. HURRAN, until recently managing director of the New Zealand subsidiary of *Glaxo Laboratories Ltd.*, has been appointed an executive director of the company.

MR. D. E. A. PETTIT, formerly with *Lever Brothers* as training manager at Port Sunlight, was earlier this year appointed labour and personnel manager of *S.P.D., Ltd.*

SIR WALTER PUCKEY, president of the Institution of Production Engineers during 1953, has been re-elected to serve a second term of office. Until recently, Sir Walter was deputy controller of supplies (aircraft production) at the Ministry of Supply. Prior to joining the Ministry, he was director and general works manager of *Hoover Ltd.* He is a director of the *British Tabulating Machine Co., Ltd.*, and of the *English Numbering Machine Co., Ltd.*, and also serves on the council of the British Institute of Management. The new chairman of the council is **MR. G. R. PRYOR,** who has served as vice-chairman for the past two years.

MR. F. W. SMITH has been promoted to be senior assistant to Mr. J. M. Bridges, company personnel manager of *T. Wall and Sons, Ltd.* Mr. Smith was formerly personnel manager at the Acton ice-cream factory, in which post he is succeeded by Mr. A. T. Sceats.

IN BRIEF

THE rendezvous of this year's annual outing of male employees of *Leyland Motors, Ltd.*, was the Isle of Man. More than a thousand employees left by special trains from the Wigan, Chorley, Leyland and Preston areas to embark upon a steamer at Fleetwood. The event was organised by Mr. H. Fletcher, acting employment manager at Leyland, who hopes next year to take the outing

(*Continued on page 98*)

Marking A Quarter Century

Col. A. T. Maxwell (*centre*), chairman of **Vickers-Armstrongs Ltd.,** with 18 employees of the company's subsidiary, **Powers-Samas,** who received awards for 25 years' service at a presentation during the firm's annual Sports Day.

How To Reduce Waste in the Canteen Kitchen

By L. BANHAM, A.M.H.C.I., A.R.San.I.

Losses in the canteen kitchen stem mainly from lack of planning, carelessness and pests. Here are described the simple but effective measures that can be taken against them. Success demands no more than thorough records, regular maintenance and strict cleanliness.

THE first step towards cutting down waste in the canteen is to plan the menu well in order that the amount of food issued for preparation and cooking does not greatly exceed the number of meals to be served. All recipes used in the canteen should be recorded and food issues made correspondingly, so that the standard of cooking is maintained and the costs can be properly estimated.

A card index system of recording dishes with recipes is a useful aid in this direction. The cards can be filed in a box and, when one is intended for use, it can be put in a cellophane envelope and handed to the person responsible for the preparation of the dish. The amount of information on the reverse of the card can be adjusted according to the needs and wishes of the canteen manager. Types of containers, tins, etc., might be stated where thought necessary and appropriate for use with the particular recipe. Approved variations especially with regard to finish might well be recorded. Where costing is included, the figures should be in pencil so that price fluctuations can be noted.

Losses of fuel and power are due in the main to lack of planning in the arrangement of work and to carelessness on the part of staff. Where fuel consumption is unduly high, there is an obvious lack of adequate supervision on the part of the head cook. A weekly check on meter readings can point the way to further economy. Even the very well run canteen kitchen might do well to adopt records of meter readings, taken monthly, and recorded against the figures for the corresponding period of the previous year. Seasonal changes bring about corresponding variations in menus, more cold dishes in summer than in winter and less light and fuel is used. The figures for the previous year give information from which comparisons can be made.

Equipment which works imperfectly is a source of frustration to the user and makes for loss of time and tempers. Routine inspections and regular maintenance can do much to get full efficiency, while regular and thorough cleaning of the equipment can do much to aid the standard of maintenance. Grease on cooking equipment acts as an insulator and means that more fuel has to be used. Burned-on deposits on gas burner components and dust in the injectors impair efficient operation, as does dust which gets into electric motors. Scale on water boiling equipment acts as an insulator and means that more fuel has to be used to do the same work. In certain districts the amount of scale produced on water boilers is surprising, and is generally due to calcium being dissolved out when the water gets above 140°F. If the amount of scale is heavy it can be chipped off, but this should be done carefully to avoid damage to the apparatus. A slightly acid solution will remove lesser deposits, but the apparatus should be rinsed out well afterwards. The installation of water-softening plant is the best solution in those areas where hard water is general.

The cooling coils of refrigerators soon become frosted and accumulate ice deposits which act as an insulator and so throw greater strain on the motor providing the supply of power. Regular defrosting saves money and a further saving results from avoiding excessive moisture condensation in the compartment; this means not putting food in the compartment while it is still warm.

Carelessness is perhaps the greatest single factor in canteen losses. Poor carving of meat, for instance, means that portions are lost; too many fish in the fryer at one time so reduces the temperature of the frying media as to cause loss by undue absorption; rough handling of sponges when being removed from the baking-sheet results in broken edges and consequent loss; and guessing at quantities is the cause of any amount of materials being unnecessarily used. Loss in the preparation of vegetables cannot be avoided but can be reduced to a minimum. The answer lies in instruction and supervision by the head cook. The measure of success of the well-run canteen kitchen can to a large extent be divined from an inspection of the swill-bins.

Proper precautions should be taken against pilfering by the staff, and one of the biggest loop-holes is the taking home of so-called scraps of left-overs "for the cat." It is up to the person in charge of the canteen either to stop the practice or to see that nothing but scraps are taken. The manager who asks the head cook to make a birthday cake for his daughter is also an offender. Sometimes he brings his own ingredients, or some of them, but often these are supplemented from the store in order that the finished article will look good. Canteen cooks look on and decide in their own minds that what is good for the boss is good enough for them to take. *Efficient* control of stock is the only answer to this question.

CUT YOUR CANTEEN LOSSES BY :—

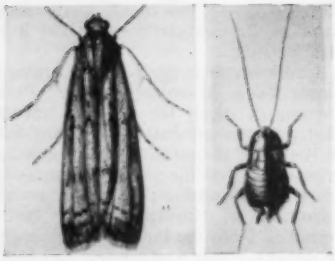
1. *Keeping a card index system of recipes.*
2. *Making a weekly check on meters.*
3. *Routine checks on stoves, refrigerators and other equipment.*
4. *Careful use of foodstuffs during cooking.*
5. *Scientific methods of pest control.*

Know The Insect Pests

Another form of pilfering, and one which can bring about losses on a much heavier scale, is that carried out by food infestation pests. Against such pests, it is not only necessary to carry out thorough and regular inspections of the premises: it is also essential to know what they look like, where they live and how they can be controlled and eradicated.

The more common types met with in canteen kitchens are: cockroaches, ants, silverfish, flies, moths, as well as mites, rats and mice.

The two most common types of cockroach to be found in canteen kitchens are: (*a*) the Oriental Cockroach, and (*b*) the German Cockroach. The Oriental Cockroach (*Blatta orientalis*) in the adult form is about one inch in length and is a very dark



Two notorious food pests are, *left*, the Mediterranean flour moth, or mill moth, and, *right*, the oriental cockroach. (*Pictures by courtesy of Ministry of Agriculture and Fisheries.*)

brown in colour. It is often called the black-beetle The German Cockroach (*Blattella germanica*) in the adult form is about ½-inch in length and yellowy-brown in colour. It is extremely fast moving as will be noted when turning on the light suddenly in infested premises.

Cockroaches seem to prefer darkness to daylight, for it is during the night that they seek their food. In the daytime they may be found in dark, damp corners, behind sinks and fixed kitchen apparatus. There is a distinct smell in a room where cockroaches are found in any number and brown speck markings can often be seen in corners, at door jambs and other places where they congregate.

There are two types of ants which may cause trouble in the canteen: (*a*) the black ant, and (*b*) Pharaoh's ant. The former is much larger and much darker in colour, and nests outside the premises making entry often through a window-frame. Pharaoh's ant needs warmth such as is found in kitchens and along ducts carrying hot-water pipes. As nests are usually in the least accessible of places, the method of attack is to persuade the insect itself to carry the poison to the nest.

The most effective step to take against the fly menace is reduce the sources of origin. Swill-tubs and dust-bins need to be always covered and properly cleaned after emptying. Flies like all insects cannot live without food, thus it is imperative that no food or food-waste should be left uncovered.

There can be no excuse for infestation by rats and mice. The remedy lies in attention to the fabric of the structure and to cleanliness of premises *A cat in the kitchen is not the answer, for animals of any kind have no place in food preparation premises.*

Silverfish. These tiny, silvery insects, though harmless enough, are better destroyed. They have little resistance to insecticides.

Mites are tiny eight-legged creatures often less than 1/25th of an inch long. They may infest cereals or dried fruits in the larder and give a characteristic musty smell from their cast skins. They like dampness and, because of their smallness, they can get into packets which appear completely sealed. If they infest a cupboard the entire contents should be sterilised and thoroughly scrubbed out, with disinfectant. A substance such as gamma-BHC (lindane) is effective both against mites and against insects.

Beetles and weevils are reddish-brown, brown or black in colour and about 1/25th to 1/5th of an inch in size. The eggs hatch into larvae which are brown threadlike creatures, or white grubs that are seen in beans, rice or biscuits, or that move about in flour or custard powders.

There are several kinds of moths all of which have the same life cycle from caterpillar to moth. They spoil food by webbing with silken threads in the caterpillar stage and with cast off skins. Where infestation is found all the remaining food in the store should be examined.

It is essential to see that insecticide does not come into contact with food and that its use be continued until such time that eggs already deposited have been rendered ineffective. Equipment and premises should be thoroughly cleaned before insecticide is applied. No treatment of kitchen premises is effective unless some consideration is given to the surrounding rooms for insects that are driven to another part of the building are still a nuisance and will return later. Make sure that the dust-bin lids fit properly and that all cracks and crevices are sealed. Ensure that no food is left uncovered and that no grease is left on the floors at the end of the day's work.

Advice can be sought from the local authority or from the Infestation Control Division, Ministry of Agriculture and Fisheries, Hook Rise, Tolworth, Surbiton, Surrey.

Some interesting pictures of ways of improving fittings and fixtures and eliminating of sheltering places for insects are contained in the report issued by the British Food Manufacturing Industries Research Association (1947), "Factory Fittings, Mountings, Appliances and Furnishings, with regard to the Control of Moth Pests."

CANTEEN ADVICE BUREAU

Fruit Sweetening

Is it advisable to make a syrup of sugar and water for sweetening stewed fruit ? (D.M.T., Redditch.)

Some time ago a series of tests were made in the experimental kitchens of the Ministry of Food to determine whether fruit stewed in a sugar and water syrup tasted sweeter than fruit cooked with the sugar and water together or cooked and sugar added when cool. The results of the tests showed quite conclusively that fruit stewed with water and sugar together tasted sweeter than by the syrup method or with the sugar added later. It must be remembered, however, that a true comparison on this issue can only be made when the fruits used are the same and the amounts and quantities of water are equal as they were in the tests used. An odd thing about stewed fruit is that when hot it may appear sweeter to the taste than when cool.

Bulges and Danger

Among some tins of fruit supplied to us are some which appear to be blown. Is it safe to use these ? (J.V., Grimsby.)

Cans of fruit are sometimes found to have bulging ends and for that reason are often spoken of as being *blown*. Usually they are *hydrogen swells* and the bulging appearance is not due to bacterial action as is the case with the blown can but is due rather to the action of the acid in the fruit on the tin-plate of the can. The action is electrolytic and hydrogen is given off producing the characteristic bulging effect. The fruit inside the can may be, and probably is, quite sound and safe to eat but the only way to be absolutely sure is by laboratory experiment for the appearance of the fruit is no guide as to whether it is safe.

Duck Eggs and Danger

Is there any reason why duck eggs should not be mixed with hen eggs in the preparation of made-up dishes ? (C.M., Baldock.)

For a number of years it has been known that duck eggs are liable to salmonella infection and it is probable that many cases of food poisoning might be attributed to consuming infected eggs. Some time ago a sub-committee of the Public Health Laboratory Service pointed out in their report that it was not safe to use duck eggs in lightly cooked foods such as custards, custard fillings and meringues for the temperature used in the cooking would certainly not be high enough to kill the salmonellas and might easily in some cases increase their numbers. In this country it is recommended that duck eggs should be boiled for 15 minutes ; in Germany this was once a legal obligation. In general it may be said that duck eggs should be used in made-up dishes where the temperature is high and the cooking time long.

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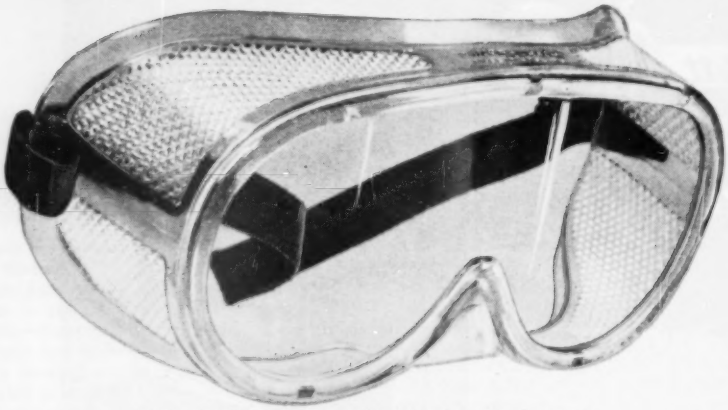

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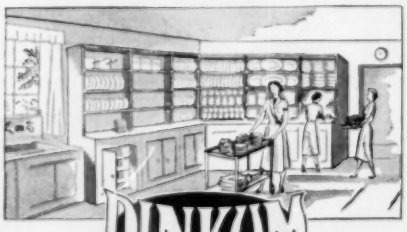

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EXECUTIVES' SURVEY OF AIDS TO INCREASED PRODUCTION

Readers who wish to know the suppliers of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph. We are always glad to consider for publication descriptions — preferably accompanied by an illustration suitable for reproduction — of new products.

Safety

LIGHTWEIGHT HELMET

VERY light in weight, this new glass-fibre helmet is designed to withstand extreme impact hazards, chemicals and moistures, and extreme heat or cold. It is non-conducting and attractive in

design, and is claimed to be the first of its kind in this country. The helmet is supplied with a webbing chinstrap and an adjustable leather harness which enables it to fit all sizes of heads. (**PM/812.**)

SAFER MACHINE WORKING

THIS new pneumatic press brake guard is designed to give maximum efficiency in operation with the highest degree of safety. Operation of both guard and machine is by depression of the clutch pedal. Pneumatically controlled, the guard apron descends firstly to a set tolerance above the work piece, and prevents further access to the tool space before the clutch can be engaged. The guard is locked in the down position under air pressure before the clutch engages. It starts to rise again immediately the tools touch the work piece. The work piece is thus formed without guard interference. The guard apron is sensitively balanced and descends initially by gravity. Should obstruction occur between the lower edge of apron and the work piece, no personal danger is incurred owing to this balance. As the balance arm does not engage due to this obstruction, the guard cannot be locked by air pressure in the full down position, neither can the clutch operate. (**PM/813.**)

Canteen

THREE-DECK BAKING

THE makers of this new three-deck oven state that it has been specially designed to operate on a low fuel consumption, attention having been given to heat conservation and efficiency combustion. Features of the oven are the

refractory lining on the sides and back, and the unusual depth of insulation; thermostatic controls; external visible-reading thermometer and a flame failure safety device. Fitted with trays 30 in. deep by 24 in. wide, the oven incorporates insulated gravity-drop doors. It is lit by pilot ignition and the patent burners are enclosed. Electrically fired and bottled-gas versions can also be supplied if required. The exterior is smoothly designed with an absence of projections and corners, where dirt and grease normally collect, and has a rust proofed steel, three-coated enamel finish, which is easily kept clean. This model is one of a new range of ovens and can be supplied with double or single decks. (**PM/814.**)

Efficiency Aids

PEDAL TRUCK

THIS new truck eliminates the need for licences, petrol, electricity and the like, being entirely pedal-driven. Loads up to ¼-ton can be pedalled wherever desired, say the makers, with no more

effort than pushing an ordinary truck. No skill is required, and running costs are negligible, the truck needing only a few drops of oil per week. The overall length is 7 ft. 4 in. and the platform is 4 ft. 3 in. long by 2 ft. 10 in. by 9½ in. high. All parts are removable and the truck is guaranteed for 6 months. (**PM/815.**)

NEW PORTABLE CRANE

THE pivoting jib and supporting column of this new portable crane are produced from folded and welded steel plate. They are mounted on a fabricated steel base frame, which has two tubular legs in which are fitted two 7-in. diameter travelling wheels. At the rear of the base frame are a set of twin 7 in. diameter wheels, mounted on needle roller bearings, and located in a rotating assembly which can be steered by means

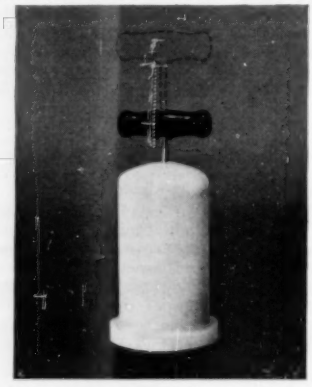
of the towing handle of the crane. Depression of the towing handle raises the rear of the crane from the floor so that it becomes fully mobile on the wheels. Lowering of the handle allows the rear of the base frame to sit firmly on the feet provided, thus ensuring complete stability during lifting or lowering operations. This machine, say the makers, is capable of lifting up to 5,000 lb. by a ram which pivots the jib, and which is powered by a hand-operated pump with a tank formed in the bottom of the crane column. A chain and hook attached to the outer end of the jib are adjustable to provide wider variation in clear lift. (**PM/816.**)

A WALL PROTECTIVE

A NEW product has recently come on to the market which it is claimed will protect wallpaper or distemper from oil, grease, dirt, etc., and will allow the surface to be cleaned. Applied with a brush, it dries in 2—3 hours, and after allowing it a few days to settle down, the surface can be sponged free from dirty marks using slightly soapy water. Oil, grease or fats should first be removed with a soft dry rag and then sponged with turps substitute or petrol to remove the last trace. Easy to use and inexpensive to buy, one tin will cover approximately 260 square feet, say the makers, unless the surface is very absorbent. (**PM/817.**)

MECHANICAL PLUMBER

NEW on this market is this appliance designed to deal with blocked sinks, handbasins and baths. There is no need, say the makers, to suffer the inconvenience of waiting for the plumber as any stoppage which defies the plunger or forcing cup can be cleared immediately with a few strokes of the pump handle. The "Liberator," though small, is said to be capable of exerting great pressure which will clear the most obstinate stoppage in a matter of seconds. It is



simple to operate as follows. Place the pump over the sink or bath waste and depress handle to its fullest extent. Keep the pump firmly pressed down and work handle up and down until the stoppage is cleared. (**PM/818.**)

NEW GREASE REMOVER

A NEW grease remover is now being produced which is easily applied and, after application, all that is necessary is to hose or rinse off with water. In factories it is claimed to be the ideal preparation for cleaning and de-greasing engines, machinery and floors. Used in the paraffin bath, it has a long and useful life and is economical to use. The regular use of this grease remover on factory floors say the makers, keeps them clean, goes a long way towards reducing the incidence of accidents, and generally adds to the appearance of the premises. (**PM/819.**)

Welfare

FOR DAMP CLOTHING

A NEW drying locker has been specially developed to enable workers to dry off their street clothes while they are at work. The base of the locker is enclosed by a plinth, and the bottom, shelf and top are louvred. A direct passage is, therefore, provided for a current of warm air vertically upwards through the locker from the heating unit which is incorporated underneath the base. These lockers are made in nests of three and four, and have a clothes rail to enable clothing to be hung on coat hangers. As many as five nests of four, i.e. twenty lockers, can operate from the same switch plug. Heat is provided by a low temperature tubular electric heater. The heater unit for each nest of four lockers being 480 watts, i.e. 120 watts per locker ; one unit of electricity will heat one locker for eight hours. Lockers can also be heated by a steam or hot water pipe integrated with the heating system of the building and a gas heated type is at present being developed. (**PM/820.**)

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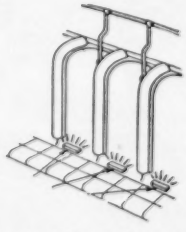

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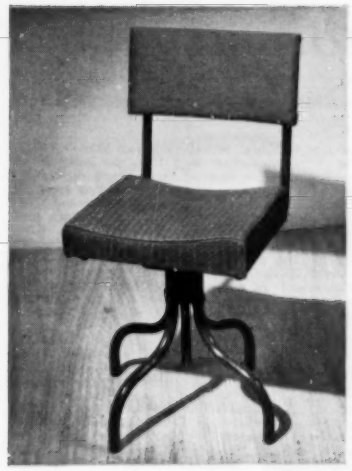
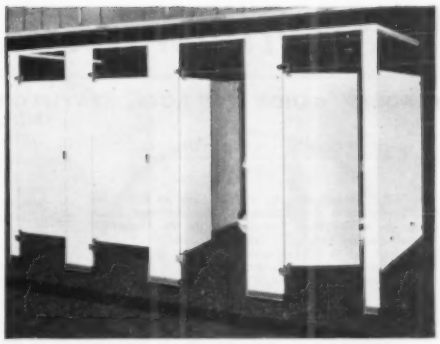


models are available with a seat height of 24 in. to 28 in. The shaped back is of sorbo rubber and the dish-shaped seat has a 1 in. sorbo rubber interior. It is said that owing to the absence of adjusting knobs and levers, the need for after service is eliminated, and the adjustable back rests gives full support in the normal working position without the need for manual adjustments. (**PM/821.**)

'PRE-FAB' CUBICLES



THESE toilet cubicles are pre-fabricated enabling them to be erected quickly and economically. They can be grouped in any number and further units can be added as required. The cubicles are rust-proof and fire-resistant and because of their plain design, are easily cleaned. The doors, partitions, and stiles consist of a core of compressed fibreboard. A sheet of smooth cold rolled steel, is cemented under pressure on each side of the core and the solid unit thus produced is said to be free from metallic ring, rigid and of great strength. All the edges of the doors, partitions and stiles are formed to accept a cold rolled oval bead, which is mitred and welded at the corners, thus removing dangerous raw edges. The standard cubicles are arranged at centre distances of 2 ft. 9 in. conforming to the centres of outlets of normal overhead flushing cisterns but, if desired, variations in sizes can be arranged. The base of each stile or pilaster is fitted with a chromium ring which conceals the floor fixing; this is adjustable to compensate for variations in the level of the floor. All hardware is chromium plated and the cubicle panels are painted in hard enamel, a variety of colours being available. (**PM/822.**)

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If you have a new product to do with industrial safety, welfare, health, hygiene, heating, lighting, efficiency or catering, the Editor invites you to send in details and, if possible, a photograph for publication in these columns.

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A timely advertisement in the classified columns of the DAILY HERALD will catch his eye. Employers all over the country use this medium for finding skilled replacements for every trade and craft. Why? Because of the 5,400,000 readers of this newspaper MORE THAN HALF are skilled workers. The following are typical DAILY HERALD reader groups:—

Manufacturing and Industry	**1,060,000**	**Mining and Quarrying**	**280,000**
Building and Engineering	**580,000**	**Transport and Communications**	**270,000**
Commerce, Finance & Professions	**390,000**	**Distributive Trades**	**250,000**

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Summary of Official Publications

READERS' GUIDE TO ACTS, STATUTORY ORDERS, NEW RULINGS AND AWARDS CONCERNING INDUSTRY AND PERSONNEL

INDUSTRIAL DISPUTES TRIBUNAL AWARDS

No. 538. Observance by a Company in Essex of the Terms and Conditions of Employment Laid Down in a Specified Agreement for the Furniture Manufacturing Trade. Claim: For the observance in respect of the Company's workers engaged in the manufacture, restoration or repair of furniture, of terms and conditions of employment laid down in a specified agreement for the furniture manufacturing trade. **Award**: The Tribunal rule that the Company shall observe the recognised terms and conditions of employment. They find that these terms and conditions make no specific provision as to the rate of pay for learners or apprentices employed in excess of the proportion laid down in the agreement and that in absence of such specific provision the claim that such learners or apprentices are entitled to be paid at the journeyman's rate has not been established. (26/5/54.)

No. 539. Wages and Overtime Payments in the Refractory Brick Industry in Scotland. Claim: For a substantial increase in wages and for payment of overtime on a daily basis. **Award**: That the existing rates of wages for adult male and female timeworkers shall be increased by 1½d. per hour and the flat rate addition for adult male and female pieceworkers and taskworkers shall be increased by 1½d. per hour for hours actually worked in the factory; proportionate increases shall be made for juveniles in the existing rates of wages for timeworkers and in the flat rate additions for pieceworkers and taskworkers. The Tribunal find that the claim in respect of overtime payments has not been established. (28/5/54.)

No. 540. Wages and Overtime Payment in the Building Brick Industry in Scotland. Claim: For a substantial increase in wages and for payment of overtime on a daily basis. **Award**: That the existing rates of wages for adult male and female timeworkers shall be increased by 1½d. per hour and the flat rate addition for adult male and female pieceworkers and taskworkers shall be increased by 1½d. per hour for hours actually worked in the factory; proportionate increases shall be made for juveniles, timeworkers, pieceworkers, and taskworkers. The Tribunal find that the claim in respect of overtime workers has not been established. (28/5/54.)

No. 541. Remuneration of Branch Managers Employed in the Funeral Furnishing Departments of Co-operative Societies in Kent. Claim: For the restoration to branch managers of the payment of commission on monumental orders. **Award**: Claim established. (28/5/54.)

No. 542. Rates of Wages in the Bobbin Manufacturing Industry in Scotland. Claim: For an increase in wages. **Award**: That the rates of wages of the workers concerned shall be increased by 5s. per week for men and 4s. per week for women. (31/5/54.)

No. 543. Wages of Workers Employed by a Firm Engaged in the Rubber Industry at Hampton. Claim: For an increase in wages under a specified agreement covering the rubber manufacturing industry. **Award**: Claim not established. (1/6/54.)

No. 544. Remuneration of Certain Chief Officers of the Yorkshire Ouse River Board. Claim: For an increase in the salaries of the Clerk and Treasurer. **Award**: That the salary of the Clerk to the Board shall be £2,200 per annum and that of the Treasurer £1,450 per annum. (4/6/54.)

No. 545. Terms and Conditions of Employment of Apprentices Employed in the Painting and Decorating Trade in Scotland. Claim: For the continued observance by the employers of the scheme in regard to apprentices in the Scottish Building Industries. **Award**: Claim established. (11/6/54.)

No. 546. Holiday Pay Entitlement of Certain Workers Employed by a Firm of Timber Merchants and Sawmills at Worksop. Claim: Arising from the deduction from the holiday pay of certain workers of various sums in respect of time lost during 1952 and 1953. **Award**: The Tribunal find that the Company were not justified in deducting from the holiday pay of their workers sums in respect of time lost due to sickness and other reasons. They award that the sums so deducted in respect of the years 1952 and 1953 shall be refunded to the workers concerned. (15/6/54.)

No. 547. Rates of Wages of Female Workers Employed by a Firm Engaged in the Manufacture of Preserves in Lancashire. Claim: For increased wages in respect of female workers in accordance with the terms of the specified agreement. **Award**: The Tribunal award that the following minimum rates of wages for female workers shall be observed: Aged 15-16, 42s. 6d. per week; 16-17, 51s.; 17-18, 61s. 6d.; 18 and over, 86s. (16/6/54.)

No. 548. Fall-back Wages of Certain Workers Employed in the Lace Furnishing Manufacturing Industry in Nottingham and Scotland. Claim: For certain increased fall-back wages and revised time rates for fully qualified twisthands in Nottingham and for weavers in Scotland. **Award**: The Tribunal find against the claim as set out in the reference but award that the fall-back wage for workers employed on piece-work shall in no week be less than the amount which would have been payable had the worker concerned been employed on time work for the same number of hours in that week. (17/6/54.)

No. 549. Rates of Wages of Workers Employed in the Hosiery and Knitwear Industry in Scotland. Claim: For an increase in wages. **Award**: (1) That the minimum rates of wages of adult male and female time workers shall be increased by 4s. per week, with proportionate increases for workers under adult age; and (2) that the piece-work basic time rate for female piece-workers shall be increased to 84s. per week to which shall be added the flat rate payment of 6s. per week provided under the Tribunal's Award No. 319. (18/6/54.)

No. 550. Rates of Wages of Workers Employed in the Vehicle Building Industry. Claim: For a substantial increase in wages. **Award**: That the rates of wages of adult male workers shall be increased by 2½d. per hour and of adult female workers *pro rata* in accordance with normal practice with proportionate increases for juvenile workers. The Tribunal rule that these increases shall not in any way affect the basis for the calculation of the earnings of piece-workers or workers employed on incentive bonus systems or on any other system of payment by results. (22/6/54.)

No. 551. Remuneration of a Certain Chief Officer of the Corporation of the City and County Borough of Bath. Claim: That the salary of the Director of Education should have been fixed on a scale of £1,650-£1,900 per annum, or other appropriate scale within the salary range for a population of 75,000-100,000. **Award**: That the salary scale applicable to the officer concerned shall be £1,500-£1,750 per annum. (22/6/54.)

No. 552. Remuneration of a Certain Chief Officer of the Corporation of the City and County Borough of Bath. Claim: That the salary of the City and Waterworks Engineer should have been fixed on a scale of £1,850-£2,100 per annum, or other appropriate scale within the salary range for a population of 75,000-100,000. **Award**: That the salary scale applicable to the officer concerned shall be £1,650-£1,900 per annum. (26/6/54.)

No. 553. Remuneration of a Certain Chief Officer of the Corporation of the City and County Borough of Bath. Claim: That the salary of the Treasurer should have been fixed on a scale of £1,650-£1,900 per annum, or other appropriate scale within the salary range for a population of 75,000-100,000. **Award**: That the salary scale applicable to the officer concerned shall be £1,500-£1,750 per annum. (22/6/54.)

No. 554. Terms and Conditions of Employment of Certain Workers Employed by the Southampton Corporation. Claim: That the Corporation should observe certain recognised terms and conditions of employment in respect of lavatory attendants and cleaners. **Award**: The Tribunal find that the recognised terms and conditions in respect of the personnel concerned are those as set out in the resolution of the Disputes Committee of the South Midlands Provincial Council of the National Joint Council for Local Authorities' Services (Manual Workers) dated May 7, 1953. The Tribunal further find that the issue as to whether the Corporation apply these recognised terms and conditions of employment first arose on March 28, 1949, and they award that the Corporation shall observe such terms as from that date. The Tribunal note that while the Corporation accept the obligation the real difference between the parties is in fact not the issue as referred to the Tribunal but the computation of the amounts of retrospective payment due to the particular workers concerned, arising from the variation between the terms and conditions of employment applied to them during the period March 28, 1949, to May 12, 1952, and the terms and conditions of employment applicable under the agreement. Failing settlement by negotiation between the parties, the Tribunal feel the question should be dealt with in accordance with the provisions for the settlement of disputes agreed upon by the National Joint Council for Local Authorities' Services (Manual Workers) and/or the South Midlands Provincial Council of the National Joint Council. (24/6/54.)

STATUTORY INSTRUMENTS

No. 714. The Flour Mill (Hours, Safety and Welfare) Revocation Order, 1954. Dated May 28, 1954, made by the Minister of Labour and National Service under Regulation 59 of the Defence (General) Regulations, 1939. *H.M.S.O.* 2d. (Revokes the Flour Mills (Hours, Safety and Welfare) Order 1942 (*e*)). Operative from June 14, 1954.

No. 780. The Dressmaking and Women's Light Clothing Wages Council (England and Wales) Wages Regulation (Amendment) Order, 1954. Dated June 14, 1954, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Acts, 1945 (*a*). *H.M.S.O.* 3d. (Amends Order W.D. 59, by increasing the statutory minimum remuneration fixed by that Order). Operative from July 2, 1954.

No. 781. The Perambulator and Invalid Carriage Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1954. Dated June 14, 1954, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (*a*). *H.M.S.O.* 3d. (Amends Order I.53, by increasing the statutory minimum remuneration fixed by that Order). Operative from June 30, 1954.

No. 792. The Retail Bookselling and Stationery Trades Wages Council (Great Britain) Wages Regulation Order, 1954. Dated June 15, 1954, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (*a*). *H.M.S.O.* 6d. (Sets out the statutory minimum remuneration payable in substitution for that fixed by Orders R.B.C.6 and R.B.C.12. The second schedule amends Order R.B.C.4, by providing for a reduction in the accrued holiday remuneration payable to the worker on the termination of his appointment in the circumstances specified. It also repeats without alteration the amendments in the second schedule to Order R.B.C.12. Orders R.B.C.6 and 12 are revoked.) Operative from July 5, 1954.

No. 793. The Retail Furnishing and Allied Trades Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1954. Dated June 15, 1954, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (*a*). *H.M.S.O.* 3d. (Amends Order R.F.A.16, by altering the weekly minimum remuneration payable to certain workers in relation to whom the Wages Council operates). Operative from July 5, 1954.

No. 794. The Retail News Agency, Tobacco and Confectionery Trades Wages Council (England and Wales) Wages Regulation (Amendment) Order, 1954. Dated June 15, 1954, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (*a*). *H.M.S.O.* 3d. (Amends the first schedule to Orders R.N.T.3 and 4, as amended by Order R.N.T.14, by applying to shop managers and manageresses certain provisions relating to overtime and Sunday work which did not apply to them before. The second schedule amends Orders R.N.T.3 and 4, by pro-

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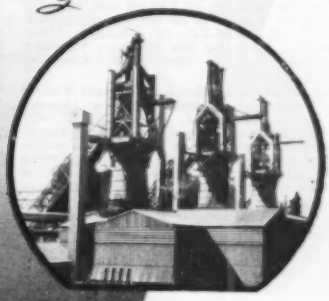

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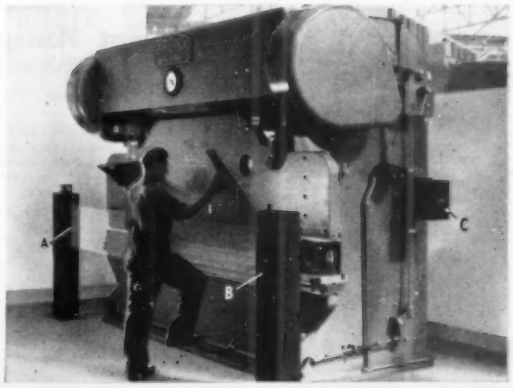

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viding the method of calculating the amount of accrued holiday remuneration payable to the worker on the termination of his employment in the circumstances specified in the schedule). Operative from July 5, 1954.

No. 861. The Hat, Cap, and Millinery Wages Council (England and Wales) Wages Regulation (Amendment) Order, 1954. Dated June 25, 1954 made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (*a*). *H.M.S.O.* 3d. (Amends Order H.M.44, by increasing the statutory minimum remuneration fixed by that Order). Operative from July 12, 1954.

No. 862. The Milk Distributive Wages Council (England and Wales) Wages Regulation (Amendment) (No. 2) Order, 1954. Dated June 25, 1954 made by the Minister of Labour snd National Service under Section 10 of the Wages Councils Act, 1945 (*a*). *H.M.S.O.* 2d. (Amends Orders M.D.72 and 74, by reducing the maximum number of hours to be worked on a weekday by a six-day worker before overtime rates become payable to him). Operative from July 11, 1954.

INDUSTRIAL COURT AWARDS

No. 2513. National Health Service. Reference: To determine a difference between the Management and Staff Sides of the Administrative and Clerical Staffs Council as to the scales of salary to be paid to Clerks of Executive Councils with a population of 50,000 or more. **Award:** That Clerks of Executive Councils with a population exceeding 50,000 shall be placed on the following revised salary scales, with effect from April 1, 1949: 50,000-75,000, £725-£850 ; 75,000-150,000, £775-£950 ; 150,000-300,000, £875-£1,050 ; 300,000-500,000, £975-£1,175 ; 500,000-1,000,000, £1,115-£1,325 ; 1-2,000,000, £1,240-£1,450 ; 2-3,000,000, £1,350-£1,570 ; over 3,000,000, £1,450-£1,700. (27/5/54.)

No. 2514. Saw Mill Industry. Reference: To determine the claim of the Amalgamated Society of Woodcutting Machinists (*a*) that the minimum rate in the agreement for qualified adult woodcutting machinists and sawyers shall be increased by 3½d. per hour and that all appendix rates be increased by a similar amount ; and (*b*) that such increases shall be paid in accordance with a specified agreement as from May 1, 1954. **Award:** That the minimum rate in the current agreement for qualified adult woodcutting machinists and sawyers shall from the specified date be increased by 1½d. per hour with appropriate increases in the appendix rates. (1/6/54.)

No. 2515. Saw Mill Industry. Reference: To determine a difference as to the interpretation of Clause 5 of the Agreement of Wages and Working Conditions relating to working hours. **Award:** The Court find that the true meaning of the clause permits an employer from time to time to opt for a five or five-and-a-half-day working week to meet the changing circumstances of his trade, but they suggest that he might well consider the desirability of discussing with employees' representatives, if time allows, any change which he contemplates. (1/6/54.)

No. 2516. Organ Building Industry. Reference: A claim by the Union for (i) a substantial increase in the wage rate; and (ii) substitution of a national rate for existing London and Provincial rates. **Award:** That the rates for journeymen for London, Liverpool and Manchester and other towns, as set out in the Agreement of March 23, 1953, shall as from April 1, 1954, be increased by 1½d. per hour. (1/6/54.)

No. 2517. Insurance Industry. Reference: Claim by the Guild of Insurance Officials for revised salary scales in respect of employees of the Blackburn Assurance Company Ltd. **Award:** That the basic scales for full-time employees in the Head Office of the Company, both permanent and temporary, shall be as follows: at 16, £2 15s. for males, and £2 10s. for females; 17, £3 5s. and £2 17s. 6d. ; 18, £3 15s. and £3 5s. ; 19, £4 5s. and £3 12s. 6d. ; 20, £5 and £4 ; 21, £5 15s. and £4 5s. ; 22, £6 10s. and £4 10s. ; 23, £6 15s. and £4 15s. ; 24, £7 and £5 ; 25, £7 5s. and £5 5s. ; 26, £7 10s. and £5 10s. ; 27, £7 15s. and £5 15s. ; 28, £8 and £6 ; 29, £8 5s. and £6 5s. ; 30, £8 10s. and £6 10s. ; 31, £8 15s. and £6 15s. ; 32, £9 for males ; 33, £9 5s. ; 34, £9 10s. ; 35, £9 15s (15/6/54.)

GENERAL

Choice of Careers (New Series No. 53) The Occupational Therapist. This booklet describes day-to-day work in a general hospital, the treatment of cases of mental disorder and the work of the therapist dealing with elderly and chronic patients, in sanatoria and mobile units. Personal qualities, educational and professional qualifications are all outlined as are openings and remuneration in the profession. *H.M.S.O.* 6d.

Choice of Careers (New Series No. 57) The Medical Laboratory Technician. Opening with an account of work in hospital and other medical laboratories, this publication gives full particulars of educational requirements and training facilities. There is also a chapter on openings in the laboratory service and the principal salary scales currently operating. *H.M.S.O.* 6d.

Civil Service Arbitration Award No. 252. Claim: That the salary scales of Post Office Mechanics be increased with retrospective effect. **Award:** That the following salary scales shall be observed: Mechanic A, 158s.-166s. in London and 153s. 6d.-160s. 6d. in the Provinces ; Senior Mechanic and Mechanic-in-charge Grade III, 181s. and 175s. ; Mechanic-in-charge Grade II, 193s. and 186s. ; the above rates to take effect as from July 1, 1953. (4/6/54.)

Civil Service Arbitration Tribunal Award No. 255. Claim: That the scales of pay in the London area for redundant full-time male Post Office telegraphists, sorters, sorting clerks and telegraphists and redundant female sorting clerks and telegraphists shall be increased. **Award:** The scales of pay of those categories of staff referred to are revised with effect from March 1, 1954. (22/6/54.)

Report of the Ministry of Pensions and National Insurance for 1953 (Cmd. 9159). The first report to be issued by the Ministry since the amalgamation of its two constituents. *H.M.S.O.* 4s. 6d.

August Management Diary

INDUSTRIAL CATERING ASSOCIATION

Aug.
10 **Birmingham.** Miss I. M. Best on "Potpourri."

INDUSTRIAL WELFARE SOCIETY

16-20 **London.** One week course for middle and junior management on "Speaking Successfully in Business and in Public."

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30-Sept. 5 Course No. 309 on "Thinking, Speaking and Writing."

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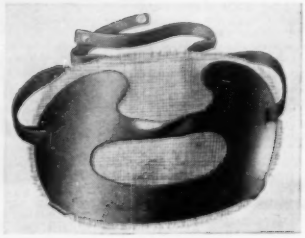

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Management Bookshelf

Ergonomics Research Society Proceedings Vol. II. Symposium On Human Factors In Equipment Design. (*H. K. Lewis & Co. Ltd., London, W.C.*1., 21*s.*)

"BODY Size and Work Spaces," "Body Measurements of the Working Population," "Chairs and Sitting," "The Range and Strength of Joint Movement," "The Physiological Effects of Climate on Man" and "Experimental Studies of Physical Working Capacity in Relation to Sex and Age" are but some of the topics dealt with in this latest of the Society's learned studies. Here, one feels, are the facts, facts which could make for greater efficiency throughout industry, but where, one also wonders, are these new discoveries being applied ? For instance, are there any personnel managers or works doctors making recommendations on the strength of what is now known about heat loss by radiation and convection from a clothed thermostat and from a clothed man ?

Men and Machines

Yet industry *is* becoming more efficient, and somewhere along the line must be making use even of the more recondite findings of ergonomic research. It is simply that one rarely hears of concrete instances. More often than not, the man is still expected to adapt himself to the machine. It is to the credit of the Society that it realises there must be a limit to this attitude and that an active attempt must be made to fit machines to men. In this symposium is contained much valuable data on how this can be done.

Men, Hours and Wages

COMPILED by the Ministry of Labour and National Service, the eighth edition of the book *Time Rates of Wages and Hours of Labour* has now been published, and is obtainable from *H.M.S.O.*, price 7s. 6d. The new edition gives in its main tables for the more important industries and occupations, the standard time rates of wages of wage-earners as fixed by voluntary agreements between organisations of employers and employees, or by official Orders.

Particulars are also given of the normal working hours and, where available, the basic rates for piece workers, additional rates payable to shift and night workers and, where they exist, of the arrangements for a guaranteed weekly wage. The new volume also contains in three appendices, the rates of wages for young people in a selection of industries, overtime rates of pay and the arrangements for paid holidays in the principal industries. The information contained in the book relates in general to the position as at April 1, 1954.

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IN BRIEF

(*Continued from page 86*)

further afield to Paris, Ostend, or the Channel Islands. Employees taking part will be asked to vote on the issue.

* * *

Directors and staff of the *Cimex-Fraser Tuson Ltd.* organisation gathered together at the Criterion Restaurant in London recently, to celebrate the firm's 21st anniversary.

* * *

Nearly 4,000 *Dunlop* employees in the United Kingdom have completed 25 years' service with the Company and almost 7,500 have been with the Company for 15 or more years.

* * *

A small study group, composed of representatives of the French Federation of Building Contractors, visited London recently to study industrial and public relations methods used in the British building industry. During the visit a discussion was held on the advantages and production problems of house journals, in which Mr. K. Jerrard, of *John Laing and Son, Ltd.*, took a prominent part.

* * *

There was a continued rise in the working population in May, more people being in employment then than ever before in peacetime. The total figure for employed persons rose during the month by 85,000 to 22,427,000. Unemployment decreased in the period May 10-June 14 by 49,900 to 239,500.

* * *

Replying to a question in the House of Commons recently, the Parliamentary Secretary to the President of the Board of Trade, Mr. H. G. Strauss, said that some 373 houses had been built for key-workers under the provisions of Section 1 of the Distribution of Industry Act, 1945.

* * *

Two of football's most coveted trophies —the F.A. Cup and the League Cup— were accorded place of honour at the annual sports meeting of *Geo. Salter and Co., Ltd.*, of West Bromwich. The exhibiting of the F.A. Cup was particularly appropriate as West Bromwich Albion, the present holders, grew from a club originally formed by a number of the company's workers in the 19th century.

Call-up Men To Help M.o.L. Enquiry

WITH the object of finding out whether there are any problems of employment, vocational guidance or re-settlement advice calling for attention, the Ministry of Labour and National Service have called upon some 15,000 young men who completed their National Service during September, 1953, to help in their enquiry into the effect of military service on the employment and prospects of young men.

The recommendation to hold the enquiry was made to the Minister of Labour and National Service (Sir Walter Monckton) by the Advisory Council on the Relationship between Employment in the Services and Civilian Life. Under the chairmanship of Sir Godfrey Ince, Permanent Secretary to the Ministry, the Council includes representatives of the Ministry of Defence, the Service Departments, the Ministry of Labour, the Education Departments, employers, trade unions and nationalised industries, education authorities and executives, youth employment authorities and other organisations.

Men selected to help in the enquiry were as representative as possible. They were chosen from men discharged in September because that month's releases included not only young men called up at 18 but also older men whose call-up was deferred to complete their apprenticeship or studies. It is hoped to find the answers to such questions as: Has National Service an Unsettling Effect on Careers or Has it Given Useful Experience and Taught Skills of Value in Civil Employment?; Does National Service Alter a Man's Outlook Towards Employment?; and Has He any Employment Problems which may Reasonably be Attributed to his Service?

Principle In Dispute

REFERENCE to the strike of maintenance electricians employed by *J. Lyons and Co.* was made by the chairman, Maj. M. Gluckstein, at the annual meeting of the company last month. The dispute, said Maj. Gluckstein, was caused by the insistence of the Electrical Trades Union that a particular supervisor should become a member of the union. The company's attitude was that anyone occupying a post embracing managerial functions—as was the case in this instance—should be free to choose whether or not he would belong to a union. Most of the company's supervisors were not union members. Maj. Gluckstein said that the company accepted 100 per cent union membership among the electricians and did not seek to change this, but in this dispute they were resisting a challenge to an important principle of management.

A New Health Service?

ADDRESSING the annual congress of the National Union of General and Municipal Workers at Rothesay, the general secretary (Mr. Tom Williamson) said that it was hoped in the next year or two to establish a Government department for an occupational health service. Such a measure, he said, would go a long way towards preventing disease.

During the last 18 months, Mr. Williamson went on, they had pressed for the establishment of a health service which, as soon as there was evidence of any industrial disease, would take preventive remedial action. In reply to one delegate, Mr. Williamson said that the union would look into the possibility of the Gas Council setting up a joint committee of inquiry into the incidence of lung cancer among gas workers. He referred also to the difficulty encountered in dealing with dermatitis, due to the reluctance of workers to disclose that they had that trouble, and also to the fact that medical evidence might be forthcoming that the trouble resulted from natural sources and not from employment.

The Thing That Matters

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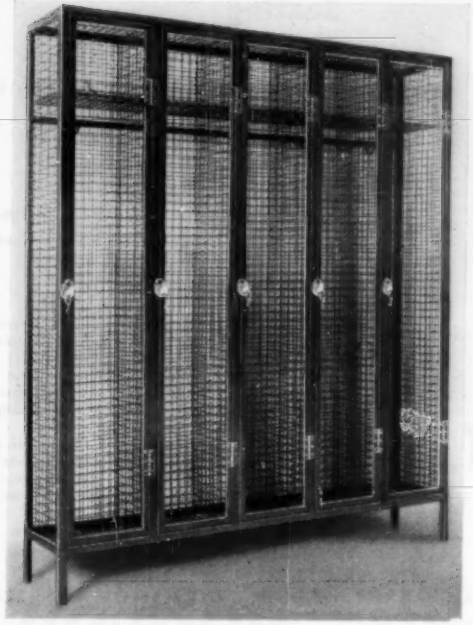

Nest of Five Lockers, Fig. No. 1364

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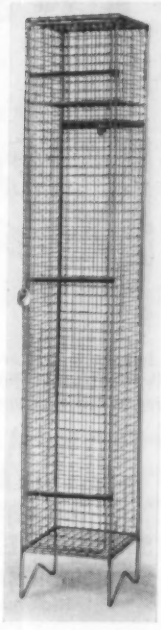

Fig. No. 1363

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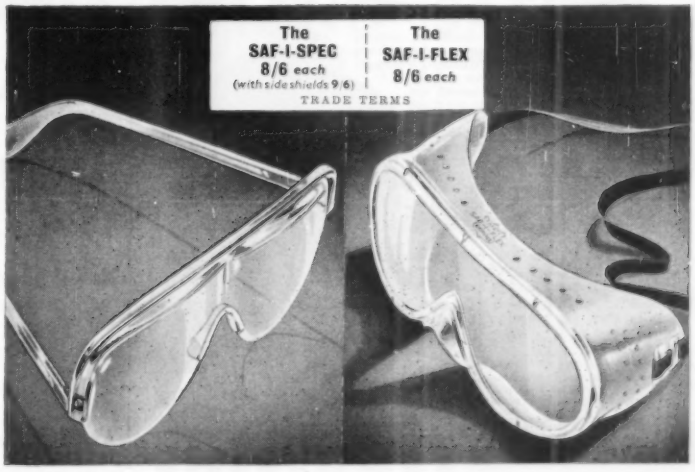

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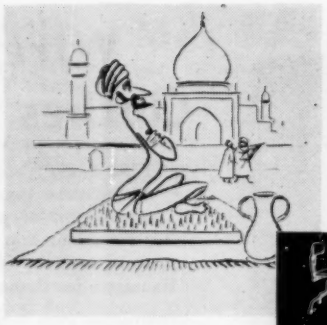

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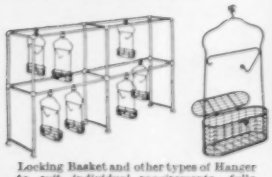

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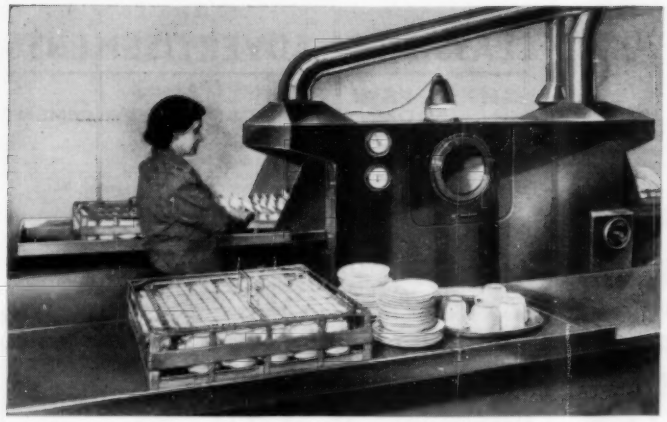

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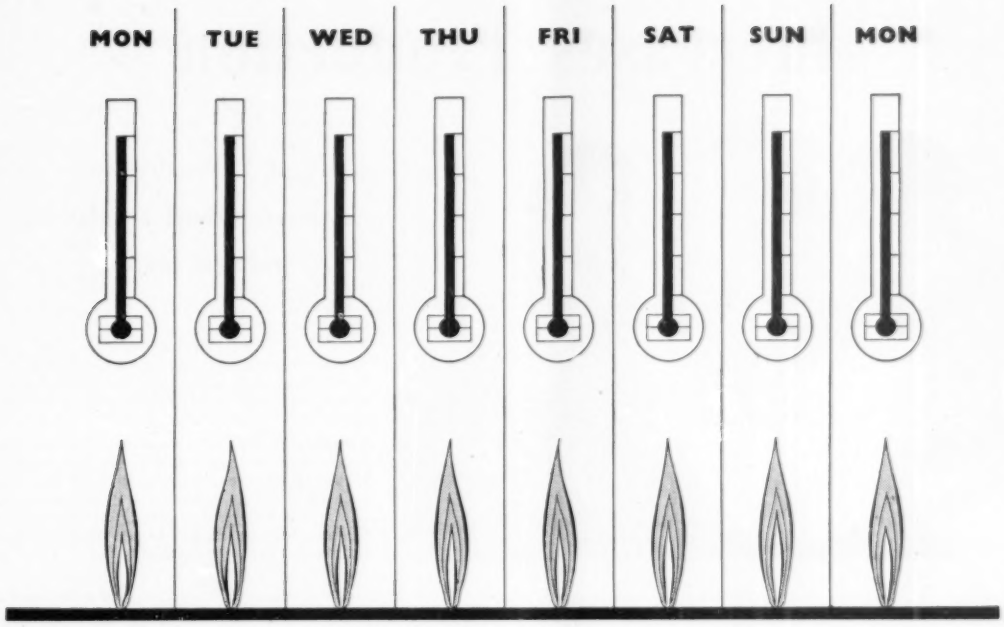

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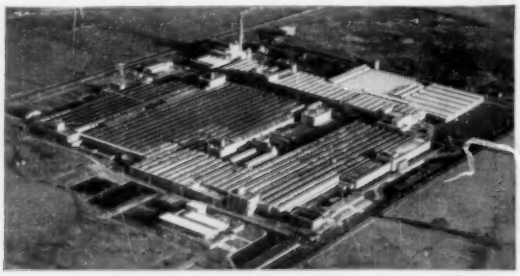

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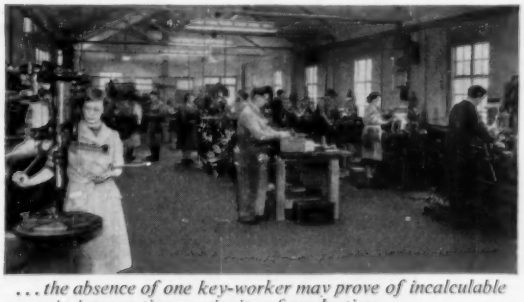

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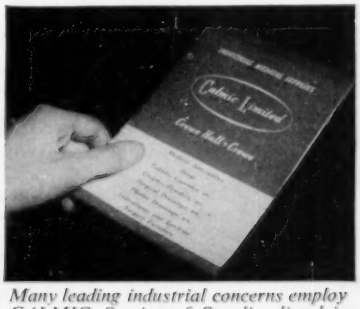

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